

TOWN OF ARLINGTON

Fiscal Year 2013 Financial Plan



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**TOWN OF ARLINGTON
FINANCIAL PLAN FISCAL YEAR 2013
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SECTION I

BUDGET MESSAGE



Fiscal Year 2013 Financial Plan Budget Message

February 15, 2012

To: The Honorable Board of Selectmen and Finance Committee

I hereby transmit to you the recommended FY2013 operating and capital budgets and the FY2013-2017 capital plan. The budget as proposed totals \$124,186,075 which is an increase of \$3,640,297 (3%) from the current budget. A summary showing a comparison of the FY2012 and FY2013 revenues and expenses is shown on page 2.

FY2012, the current fiscal year, is the first year of the three year plan that incorporated the Proposition 2 ½ override of 2011 which was designed to carry the Town's budgets through FY2014. The key commitments of the three year plan were as follows:

- 1) *Override funds will be made to last at least three years (FY2012-FY2014). No general override will be sought during this period.*
- 2) *If the override passes there will be no PAYT fee implemented in FY2012, but the placement of a ballot question regarding a revenue neutral PAYT option will be considered in FY2013.*
- 3) *Town and School operating budget increases will be capped at 3.5% per year. An additional allowance of up to 7% shall be allowed for documented special education cost increases. Should actual special education cost increases exceed this amount, the remaining School budget shall be decreased by the difference.*
- 4) *Health care cost increases will be programmed at 7%. Should actual increases exceed this amount, the Town and School budget totals shall be proportionately decreased by the excess amount. Should actual increases be less than this amount as a result of negotiated health care savings, the extra savings will be:*
 - a) *Deposited into the override stabilization fund to extend the three year override period,*
 - b) *Used to preserve services; and*
 - c) *To satisfy any and all negotiated items between the Town Manager, its employees, and its retirees.*
- 5) *An additional \$600,000 shall be appropriated for the School Department in FY2012 and \$400,000 shall be appropriated each year in addition to the amount currently appropriated in the capital budget for road improvements.*
- 6) *Reserves shall be maintained in an amount equivalent to at least 5% of the budget.*



Overall Budget Summary

	FY2012		FY2013		Change	
					\$	%
Revenue						
Property Tax	\$	95,002,494	\$	97,746,811	\$	2,744,317 2.9%
Local Receipts	\$	8,910,000	\$	8,590,000	\$	(320,000) -3.6%
State Aid	\$	13,420,743	\$	14,574,468	\$	1,153,725 8.6%
School Construction Aid	\$	2,531,085	\$	2,474,796	\$	(56,289) -2.2%
Free Cash	\$	481,456	\$	600,000	\$	118,544 24.6%
Other Funds	\$	200,000	\$	200,000	\$	0 0.0%
TOTAL REVENUES	\$	120,545,778	\$	124,186,075	\$	3,640,297 3.0%
Expenditures						
Municipal Departments	\$	29,072,058	\$	30,089,580	\$	1,017,522 3.5%
School Department	\$	42,681,436	\$	44,642,598	\$	1,961,162 4.6%
Minuteman School	\$	2,352,988	\$	3,087,595	\$	734,607 31.2%
Non-Departmental (Healthcare & Pensions)	\$	23,812,549	\$	23,439,736	\$	(372,813) -1.6%
Capital (Includes Debt Service)	\$	8,844,825	\$	9,156,250	\$	311,425 3.5%
MWRA Debt Shift	\$	5,593,112	\$	5,593,112	\$	0 0.0%
Warrant Articles	\$	657,311	\$	691,242	\$	33,931 5.2%
Override Stabilization Fund Deposit	\$	3,401,602	\$	2,954,555	\$	(447,047) -13.1%
TOTAL EXPENDITURES	\$	116,415,881	\$	119,654,668	\$	3,238,787 2.8%
Non-Appropriated Expenses	\$	4,129,897	\$	4,531,407	\$	401,510 9.7%
Surplus / (Deficit)	\$	0	\$	0	\$	0 0.0%



As you recall, in 2005 when the Town was facing a projected \$4 million deficit for FY2006, a five year plan was put together which included an override and commitments to budget constraints similar to the aforementioned commitments. The override, which was projected to last five years, was stretched to last six years despite the economic crisis and cuts in state aid.

At the time that this most recent override was proposed, the Town was facing a projected deficit of \$6 million. Also at that time the Legislature was discussing giving municipalities more authority to control their health care plans and costs. Municipalities were required to obtain union approval before they could make even the slightest change to their health care plans. After years of unsuccessful attempts to get the Legislature to act, there was a little reason to expect that there would be any significant change. Optimistically it was assumed that some changes would be made to allow the Town to save \$1 million. The proposed override was then set at \$6.49 million, an amount that enabled the Town to maintain service levels at approximately the current levels for three years. While all would have preferred a five year plan, the override amount required would have been too great.

Approximately a month after the override passed, the Legislature and the Governor, to their credit, approved a significant health care reform law for municipalities that gives them complete authority to make health care plan design changes up to the level the State provides to its employees and also authorizes municipalities to join the State's health care plan. As a result, Arlington has now joined the State's health care plan (GIC) and is projecting to make significant savings which will enable the Town to stretch the three year plan to a five year plan. We are mindful of the strong desire of residents to maintain quality services and the sacrifices that they have made by supporting the override. We are committed to pursue all appropriate productivity improvements and cost reduction measures in order to sustain these quality services.

Departmental Budgets

Departmental operating budgets have been held to a 3.5% increase in accordance with the commitments made as part of the tax override. With respect to personnel costs, all collective bargaining contracts are open for FY2013 so an allowance has been made for collective bargaining and wage adjustments. No new full-time positions have been added to the budget although there have been a number of changes in personnel. Most involve part-time positions with the net result of a level amount of positions from FY2012 (see personnel chart on p. 5). Overall expenses have been held essentially level. Some of the more significant budget changes include:

Police: +\$44,736

Two part-time custodial positions have been added to provide custodial coverage for the community safety building.

Fire: +\$75,728

In the past, several of the department's personnel line item costs such as vacation buyback and personal time were not funded which created difficulties to maintain manning and stay within the budget. These personnel cost items are now funded. No change in personnel is proposed.

**Planning & Community Development: +\$78,703**

Due to cuts in federal CDBG funds and the tightening up of allowable expenses under this program, the Town will have to pick up a greater share of the personnel costs for two existing positions. Also, funds for the property management function will be moved from contract services to salaries as this function will be added to the duties of an existing part-time position.

Assessors: -\$34,119

As a result of reorganization, a part-time clerical position will be eliminated. Personnel fixed costs are also reduced.

Inspectional Services: +\$40,627

In anticipation of a substantial increase in workload associated with inspections and monitoring of the Symmes construction project, \$40,000 has been added.

Library: +\$65,422

The Library budget is increased \$65,422 so as to meet the minimum appropriation for certification. The focus of the additional funding is on books and materials and on building maintenance.

Energy: -\$74,582

Over the last few years a great deal has been accomplished to save on energy costs. For next year, the street lighting budget alone is expected to go down by \$77,000 due to new LED lights. Much more needs to be done. To enhance current efforts, a part-time Energy Coordinator position is proposed. The funding for the current part-time Recycling Coordinator position is proposed to be moved from general funds to the Recycling Revolving Fund to free up the funds for the Energy position.

Solid Waste: -\$12,792

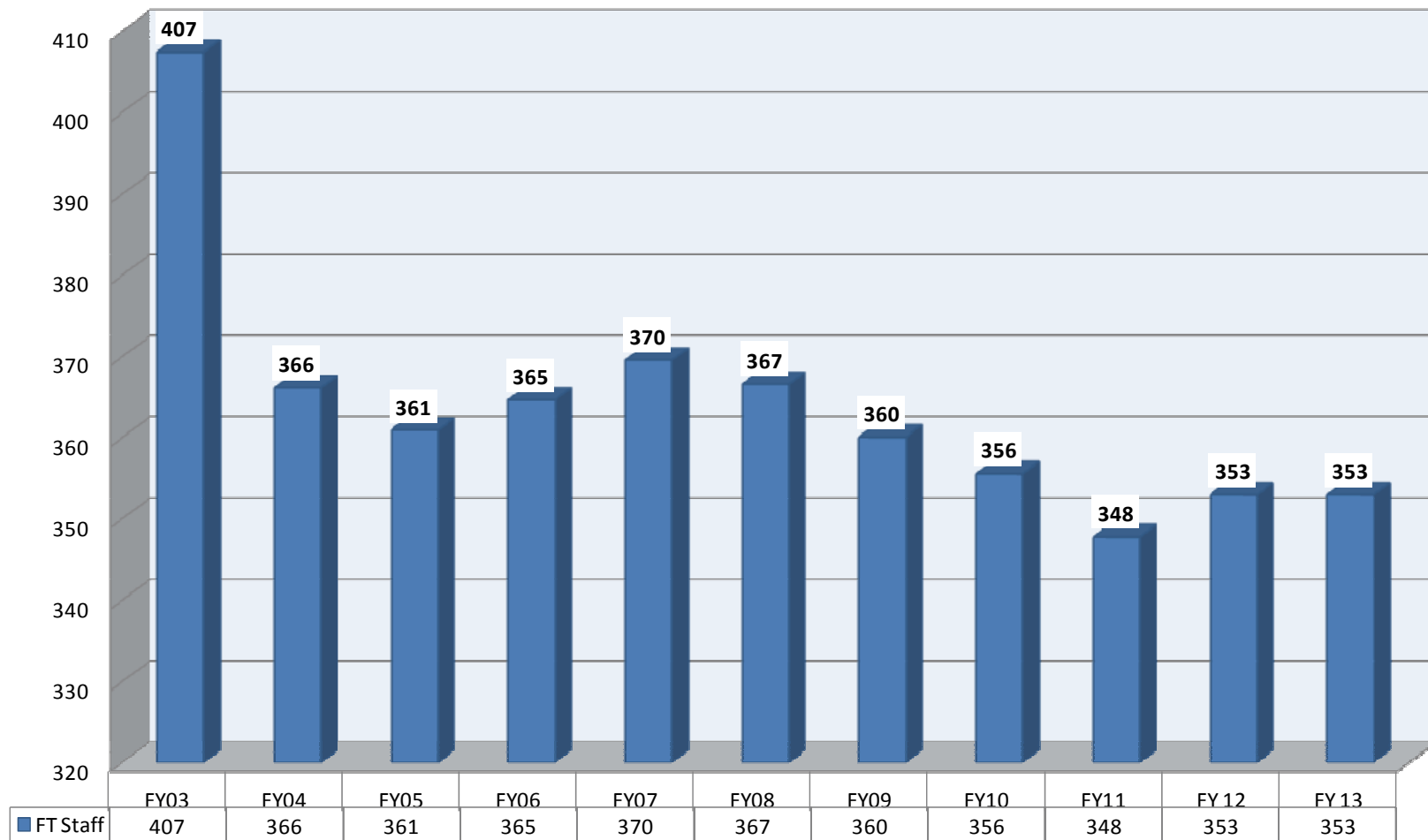
As a result of new favorable bids received for solid waste collection services, it is anticipated that the cost can be reduced by \$68,292 while at the same time significantly enhancing service. A new weekly recycling collection service is proposed instead of the current bi-weekly collection. To make this option viable, the vendor has proposed a limit of three barrels per week for regular trash. For anything over the three barrel limit there would be a charge paid directly to the vendor. The solid waste disposal budget is projected to increase \$55,500 due primarily to a reduction in the Tip Fee Stabilization Fund offset.

Public Works: Trees

Although no new funding is proposed, it is worthy to note that there will be a shift of some of the contract services funding to forestry to bring in contract tree crews to supplement the Town's tree crew to help address the sizable backlog of tree work.



Town Personnel Trends FY 2003 - FY2013 FTEs





Cost Savings Initiatives

The Town has continuously pursued numerous strategies for reducing costs and becoming more productive. Recently the Town has participated in a consortium of about a dozen area communities to pursue regionalization opportunities. Many service and purchasing contracts are being implemented regionally. Additional regionalization opportunities are being evaluated at the ongoing monthly meetings of this consortium.

Most recently, the Town has entered into an agreement with Belmont to provide Sealer, Weights and Measures services. This agreement allows Arlington's Sealer to perform inspections for Belmont, and Belmont pays Arlington for the services performed. Currently, the Town is considering the benefits of forming of a Veterans' Services District with neighboring communities. Discussions with both Somerville and Lexington have taken place and further research into this possibility is being conducted.

The Town has also moved forward with the hiring of a GIS Coordinator and the implementation of a GIS Strategy. Since his hiring, the GIS Coordinator has begun to implement the structure and framework of GIS for Arlington and has already saved the Town a significant amount of funding due to expanded internal capacity. These savings (cost avoidance for outside services and software purchases) are summarized in the chart to the right. Once GIS is fully implemented, it will provide annual improvements in productivity and address-based data tracking.

GIS Projects	
Project	Estimated Cost Savings
School Redistricting	\$12,500
Cemetery Mapping	\$15,000
Stormwater Plan Conversions	\$19,000
Health Inspection Software	\$25,000
Master Address Table	\$2,000
Total	\$73,500

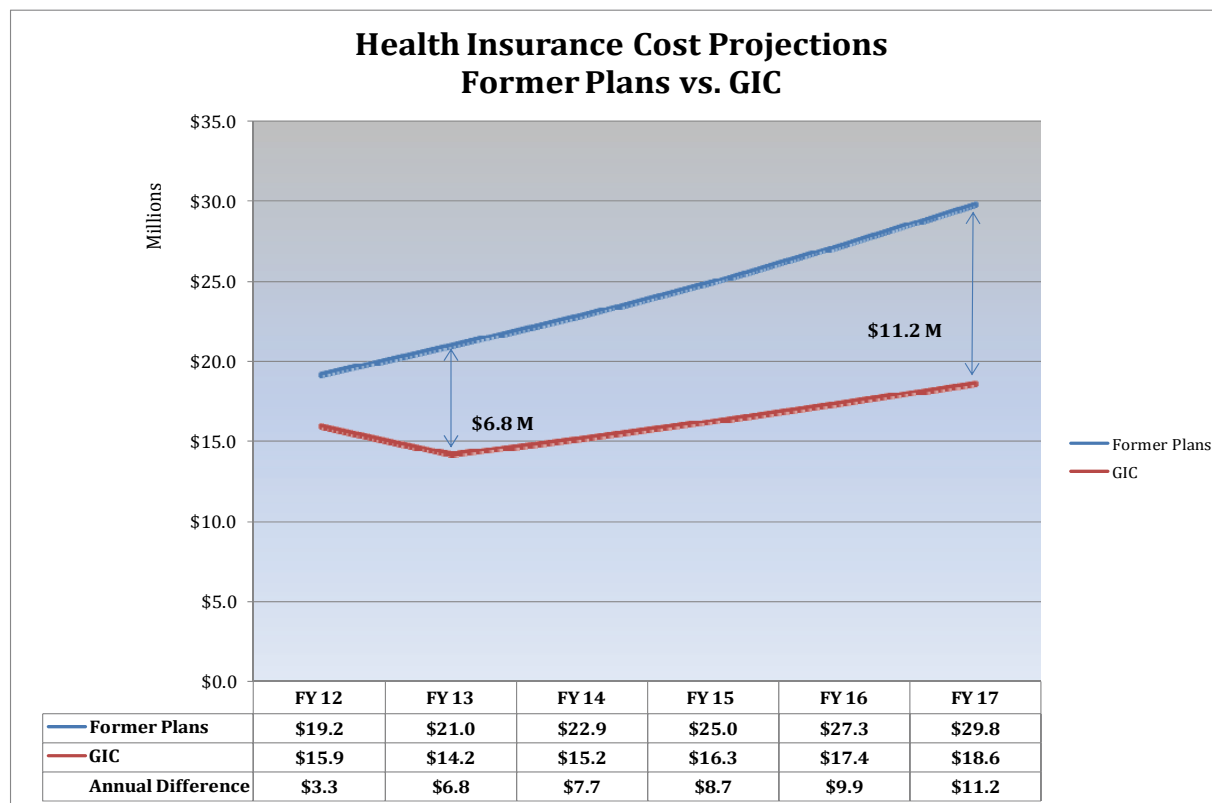
The Request/Answer Center, the Town's online customer service center, continues to deliver information and services to residents while providing efficiencies for staff. An average of 100,000 Answers are viewed on the service annually, yet less than .5% of questions are submitted to staff for a response. The Request/Answer Center was also utilized to streamline requests for overnight on-street parking waivers, diverting those requests away from APD dispatch. At the end of FY2011 over 3,000 requests were submitted directly into the system by the public. No longer are dispatchers interrupted by these frequent calls and can now focus on their main concern - handling critical public safety calls. Additionally, APD can track these requests for future analysis and trending. This illustrates that residents are getting what they need without having to call the Town. If phone calls average 5 minutes per call, then the Town preserved 8,316 staff hours or the equivalent of 4.5 FTEs in FY2011 on these two features alone.

In order to increase productivity each year, the Town must continue to make better and more effective use of technology. This certainly is not unique to Arlington as any organization that does not keep up with productivity enhancements, gained through the effective use of technology, will not be able to compete. The Town continues to investigate these and other advances in technology that can greater enhance the efficiency and effectiveness of the Town's service delivery.



Healthcare Breakthrough

As mentioned previously, through the municipal health reform law enacted in July 2011, the Town's employees have entered the state run health group known as the Group Insurance Commission (GIC) as of January 1, 2012. The savings produced by this have allowed for the three year override period to be extended to five years. As demonstrated in the graph on page 7, the move to the GIC produces a significant savings when compared to health care cost projections based on no plan design changes being made. The annual difference, as represented in the graph, highlights the health care costs that will now be avoided due to the move to the GIC.





Energy

In 2010 Arlington was named a Green Community by the State's Green Communities Division and received a \$200,188 grant for several energy efficiency projects. This honor was both recognition of the work that Arlington has done in the past to reduce energy usage, but also of the plans it has to further reduce energy use in the future. These plans are directed at attaining a 20% reduction in energy usage by FY2014, using FY2009 as a baseline. As of the end of FY2011 the Town has reduced energy usage by 6%. This is a result of a number of energy conservation measures (ECM's) being implemented throughout the Town's buildings, which have leveraged both state and federal grant awards along with rebates and incentives from the utilities. Next year, the Town plans to continue changing all its street lights to LED technology, continue the purchase of fuel efficient vehicles, and install variable frequency drives for HVAC systems as funding allows. To date, the LED street light changeover has allowed for a reduction of \$77,000 in the FY2013 street lighting budget and projects to save an additional \$70,000 once fully implemented. This year, as a means of making more ECM's possible, an energy efficiency fund is being proposed. This fund would be initially capitalized with an appropriation of \$200,000 from supplementary local aid, and then recapitalized in the future by depositing energy rebates earned from projects back into the fund. Such a fund would allow for ECM's to be implemented in an expedited fashion, and thereby quicken the process of reducing overall energy usage.

Collective Bargaining

All Town and school employees unions have contracts in place through FY2012 with the exceptions of Police and Fire. The Patrolmen and Ranking Officers contracts expired at the end of FY2010 and the Firefighters contract expired at the end of FY2009. The two police unions are in arbitration. Negotiations with all the other unions are ongoing.



State Aid

In January, Governor Patrick proposed a \$145 million increase in Chapter 70 School Aid and level-funding for general Government Aid. Based upon the Governor's proposed budget, state aid is projected to increase \$1,097,436, or 6.9%. Because Arlington's foundation budget is increasing 5% and it has reached its maximum required municipal contribution, under the Chapter 70 formula the State picks up the difference between Arlington's maximum municipal contribution and its foundation budget. This required the unusually large increase of \$1,222,363 in Chapter 70 school aid.

In FY2013 Unrestricted General Government Aid (UGGA) is expected to remain level at \$5,952,940. In FY2012 this aid was cut \$463,969 for Arlington and by \$65 million statewide. The Legislature and Governor agreed that if there were sufficient surplus funds left over at year end from the FY2011 state budgets that they would restore the \$65 million cut by making a supplemental payment at the end of October 2011. While that supplemental payment of \$463,969 was made to Arlington this past October, it could not be counted on when determining budgets last spring. This extra one-time payment is available for appropriation in FY2012 or otherwise will flow to free cash. The Governor has proposed the same arrangement for FY2013. If there is a sufficient surplus at the end of FY2012, they will make this same \$463,969 payment in October 2012. Unfortunately we can not count on it at this time. We are urging the Governor and Legislature to commit to this additional amount without any contingencies.

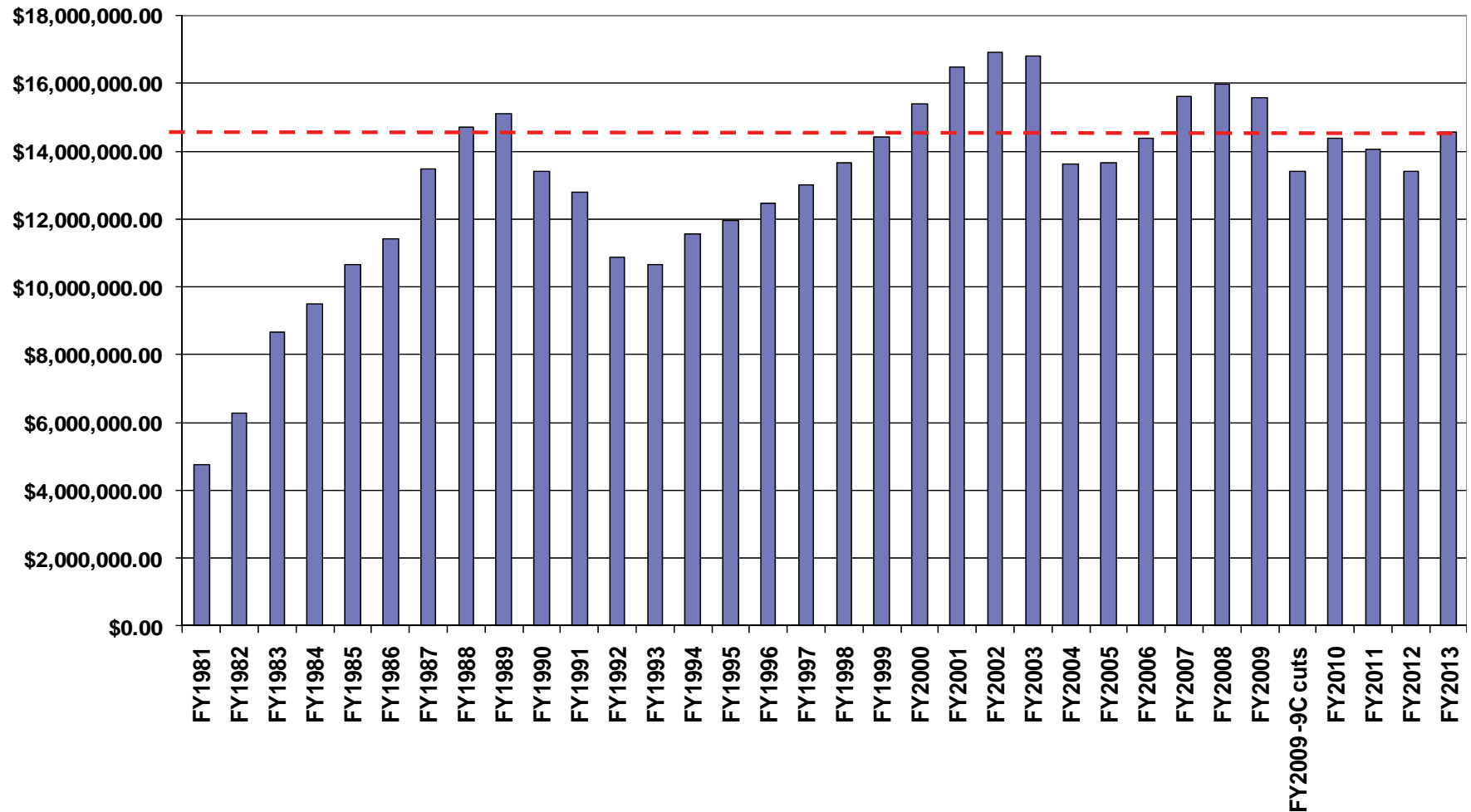
Exclusive of school construction aid, Arlington's projected state aid for FY2013 is less in real dollars than it received in FY1988 some 25 years ago (see chart on next page). During this period Arlington has seen its share of state aid cut in half (see chart on p. I-11). Just since FY2002 Arlington's total state aid has decreased by 22%, losing over \$4 million. A look at the cumulative year-to-year increases and decreases since FY2002 also shows how Arlington has been disproportionately cut (see chart on p. I-12). Since FY2002 local aid for all municipalities initially dropped by approximately 8%, rebounded through FY2009 to a 20% increase, and in FY2013 ends in a cumulative increase of 9%. Arlington, on the other hand, has never experienced an increase above FY2002. In fact, in FY2006, Arlington was 15% below FY2002, while the average of all municipalities saw a slight increase. In FY2013 the cumulative year-to-year change since FY2002 is a decrease of 14%.

Over the last several years, the distribution formulas used for the cutbacks in state aid—and the subsequent restoration of those cuts—have not been implemented fairly, nor have they recognized the needs of communities like Arlington. The policy has essentially been this: communities with relatively high median income levels and high property values are assumed to have a greater ability to raise revenue locally, and therefore, have less of a need for state aid. The problem is that communities don't have the ability to tax incomes (the state takes all income tax). The only source of revenue available to communities is the property tax, a regressive tax that hurts elderly and lower income residents disproportionately. Without a fair share of state aid, communities like Arlington are faced with the difficult choice of either raising property taxes through overrides or cutting needed services.



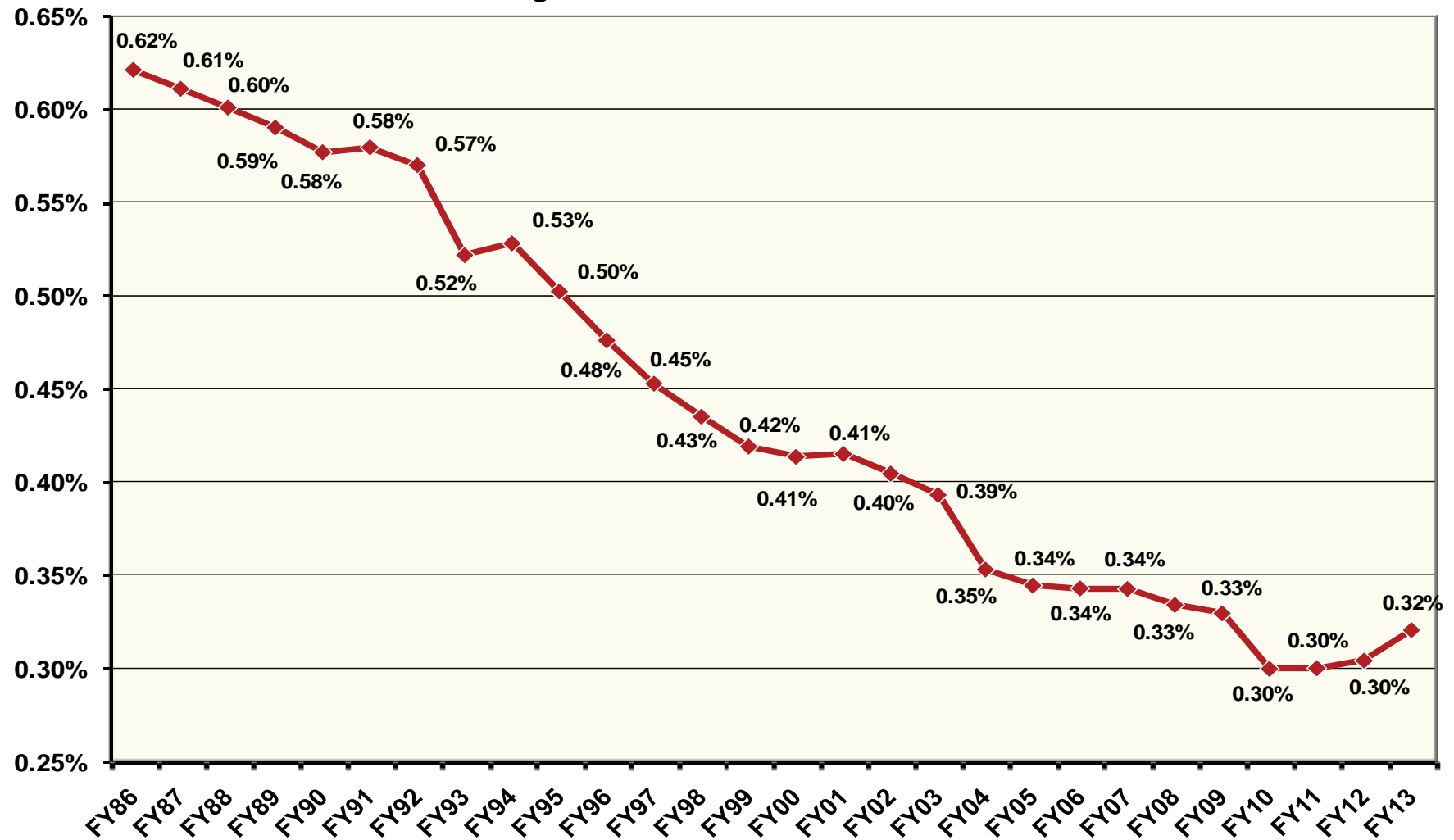
STATE AID RECEIPTS

(Numbers exclude School Construction and METCO reimbursements)





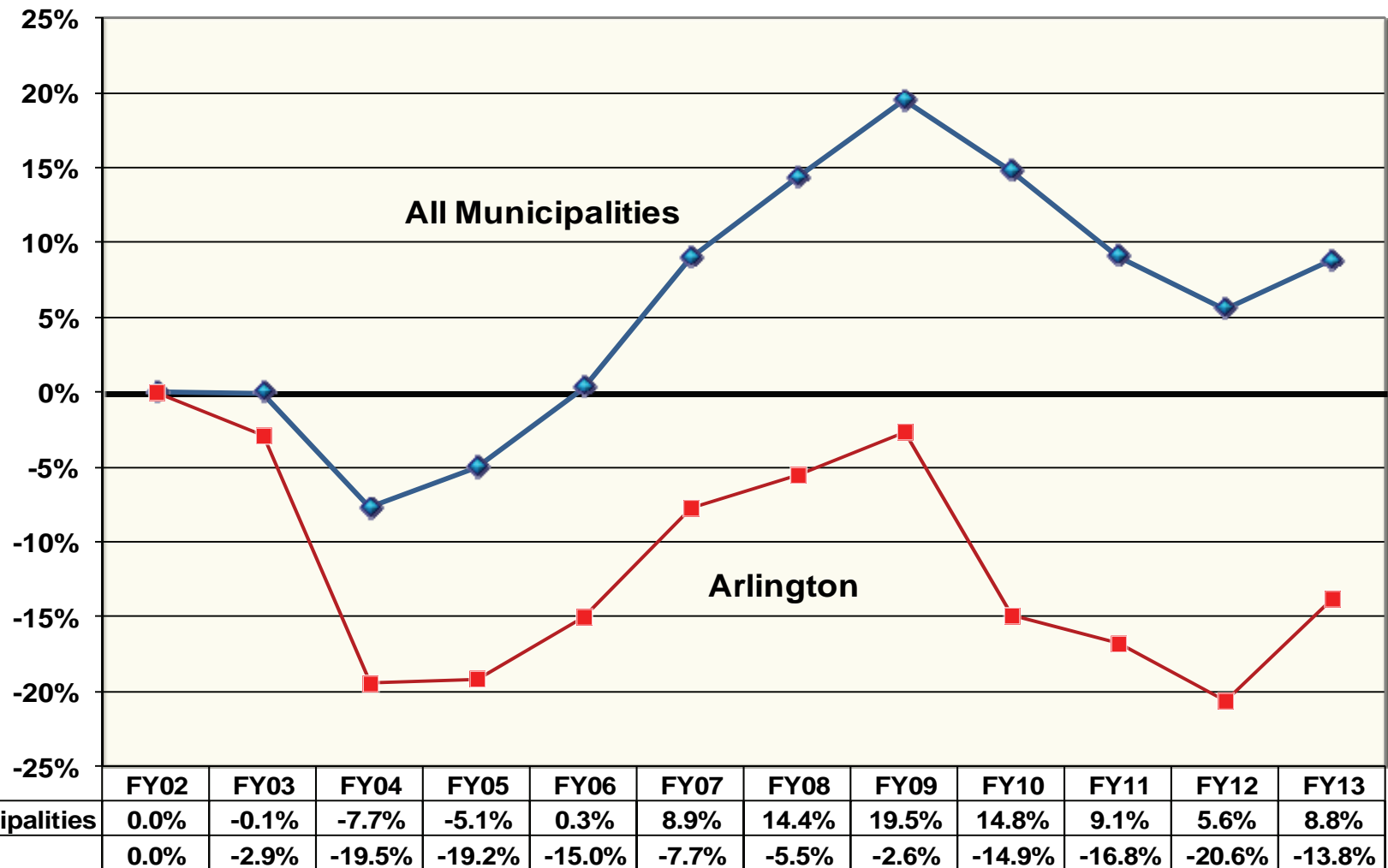
Arlington's Percent of Total State Aid





State Aid Cumulative Year-to-Year Percent Change Since Fiscal Year 2002

(Numbers Exclude School Construction and METCO Reimbursements)





Comparative Data

There are a number of factors that contribute to Arlington's structural deficit—some common among all municipalities and some relatively unique to Arlington. Double digit increases in employee healthcare costs and energy costs affect all municipalities. Arlington has been penalized by an unfair state aid distribution formula. Statewide, communities are 9% above the FY2002 level while Arlington is still 22% below FY2002.

Some of the factors particular to Arlington include the fact that Arlington is a densely populated, fully built-out community (see Tables 1 and 2 on the next page). Revenue from growth in the tax base ranks near the bottom among a group of 20 comparable communities (see Table 3). It is one-half of the state-wide average. Another indicator of the Town's ability and opportunity to raise revenues is a measure developed by the Department of Revenue called Municipal Revenue Growth Factor (MRGF). It measures a community's ability to raise revenue, taking into consideration a community's tax levy limit, new growth, state aid, and local receipts. As you can see from Table 4, the state-wide average and average of the twenty comparable communities MRGF is 2.99 and 3.3 respectively. Arlington's is 2.48, fourth from the bottom of the 20 communities.

Another factor affecting the Town's financial structure is its tax base. The Town's tax base is nearly all residential—the commercial/industrial sector makes up only 6% of the total. Table 5 shows that Arlington's commercial/industrial tax base ranks 18th out of 20 comparable communities. The average of these communities is 20.9%, more than triple that of Arlington. This affects not only the Town's ability to raise revenue, it places a heavier tax burden on the residential sector as there is almost no commercial/industrial sector with which to share the tax burden. Notwithstanding this, the tax burden, when measured several different ways, is below the average of the 20 comparable communities. In fact, the Town ranks 13th in taxes per capita (Table 6), and 17th in taxes per household as a percent of median household income (Table 7). This despite the fact that Arlington's tax levy includes more than \$5 million in MWRA water and sewer debt that only one other community includes on its levy.

A look at how the Town's spending levels impact the Town's financial position shows that the Town's spending per capita is well below the state average and the average of the 20 comparable communities. Arlington ranks 18th out of 20 comparable communities in overall expenditures per capita (see Table 8). The spending average of the other comparable communities is 30% greater than Arlington and the state-wide spending average is 20% greater.

With spending well below the state-wide average and comparable communities, and with revenue growth opportunities well below the state-wide average and nearly at the bottom of comparable communities, it is clear that the structural problem with the Town's finances lies with the revenue side of the equation as opposed to the spending side. Limited growth in the tax base, a tax base almost all residential, couple with a \$4 million reduction in state aid just since 2002, has left the Town with only two choices—significant budget cuts resulting in service reductions or Proposition 2 ½ general overrides.



Table 1		Table 2		Table 3		Table 4	
Municipality	Pop Per Square Mile	Municipality	Households Per Sq Mile	Municipality	New Growth Ave '10-'12	Municipality	FY2012 Municipal Revenue Growth Factor
1 BROOKLINE	8,649	1 BROOKLINE	3,889	1 LEXINGTON	2.63	1 NORWOOD	7.53
2 ARLINGTON	8,267	2 ARLINGTON	3,841	2 NORWOOD	2.30	2 LEXINGTON	5.39
3 WATERTOWN	7,765	3 WATERTOWN	3,801	3 NEEDHAM	2.17	3 NEEDHAM	3.75
4 MEDFORD	6,901	4 MEDFORD	2,969	4 WOBURN	1.93	4 CHELMSFORD	4.11
5 MELROSE	5,748	5 MELROSE	2,500	5 WELLESLEY	1.69	5 BROOKLINE	2.89
6 BELMONT	5,305	6 SALEM	2,362	6 NATICK	1.68	6 WELLESLEY	4.40
7 SALEM	5,101	7 BELMONT	2,167	7 SALEM	1.36	7 WOBURN	3.41
8 WINCHESTER	3,540	8 STONEHAM	1,550	8 CHELMSFORD	1.35	8 NATICK	4.97
9 STONEHAM	3,487	9 WEYMOUTH	1,381	9 BROOKLINE	1.23	9 BELMONT	3.37
10 RANDOLPH	3,189	10 WINCHESTER	1,309	10 WATERTOWN	1.21	10 MEDFORD	1.78
11 WEYMOUTH	3,160	11 WOBURN	1,284	11 RANDOLPH	1.10	11 RANDOLPH	2.16
12 WOBURN	3,008	12 RANDOLPH	1,189	12 MEDFORD	1.06	12 MILTON	2.32
13 WELLESLEY	2,749	13 NORWOOD	1,188	13 MELROSE	0.95	13 MELROSE	2.73
14 NORWOOD	2,728	14 READING	971	14 BELMONT	0.92	14 WATERTOWN	2.71
15 READING	2,493	15 NATICK	935	15 WINCHESTER	0.91	15 WINCHESTER	2.54
16 NEEDHAM	2,291	16 WELLESLEY	901	16 READING	0.86	16 SALEM	3.34
17 NATICK	2,188	17 NEEDHAM	883	17 ARLINGTON	0.83	17 ARLINGTON	2.48
18 MILTON	2,071	18 MILTON	746	18 WEYMOUTH	0.82	18 STONEHAM	2.48
19 LEXINGTON	1,914	19 LEXINGTON	733	19 MILTON	0.68	19 READING	1.73
20 CHELMSFORD	1,493	20 CHELMSFORD	611	20 STONEHAM	0.61	20 WEYMOUTH	1.44
Ave w/o Arlington	3,883	Ave w/o Arlington	1,651	Ave w/o Arlington	1.34	Ave w/o Arlington	3.3
Arlington	8,267	Arlington	3,841	Arlington	0.83	Arlington	2.48
				State-wide Ave	1.53	State-Wide Ave	2.99



Table 5

Municipality	FY2012 Commercial/ Industrial / Personal % of Total Tax Levy
1 WOBURN	52.53
2 NORWOOD	45.55
3 WATERTOWN	33.41
4 SALEM	28.34
5 WEYMOUTH	24.03
6 NATICK	23.37
7 RANDOLPH	22.86
8 MEDFORD	22.83
9 LEXINGTON	22.27
10 NEEDHAM	22.18
11 CHELMSFORD	19.55
12 STONEHAM	17.46
13 BROOKLINE	16.35
14 WELLESLEY	11.20
15 READING	9.94
16 MELROSE	8.76
17 MILTON	6.10
18 ARLINGTON	6.05
19 BELMONT	6.03
20 WINCHESTER	5.06
Ave w/o Arlington	20.9
Arlington	6.10

Table 6

Municipality	FY2011 Taxes Per Cap
1 LEXINGTON	4075.802
2 WELLESLEY	3578.921
3 NEEDHAM	3222.036
4 WINCHESTER	3012.244
5 BELMONT	2736.284
6 BROOKLINE	2688.114
7 NATICK	2413.052
8 MILTON	2288.696
9 WATERTOWN	2266.387
10 CHELMSFORD	2259.072
11 WOBURN	2200.519
12 READING	2089.794
13 ARLINGTON	2006.325
14 NORWOOD	1911.466
15 STONEHAM	1805.461
16 SALEM	1754.529
17 MELROSE	1672.26
18 MEDFORD	1501.514
19 WEYMOUTH	1450.518
20 RANDOLPH	1262.833
Ave w/o Arlington	2,326
Arlington	2,006

Table 7

Municipality	FY2011 Taxes Per Household as% of '08-'10 median income
1 LEXINGTON	8.4%
2 WELLESLEY	7.5%
3 WOBURN	7.5%
4 NEEDHAM	7.3%
5 SALEM	7.1%
6 WINCHESTER	6.6%
7 BELMONT	6.6%
8 RANDOLPH	6.6%
9 NATICK	6.4%
10 NORWOOD	6.3%
11 MILTON	6.2%
12 BROOKLINE	6.2%
13 WATERTOWN	6.2%
14 CHELMSFORD	6.1%
15 STONEHAM	5.5%
16 READING	5.4%
17 ARLINGTON	5.2%
18 MEDFORD	5.2%
19 WEYMOUTH	5.1%
20 MELROSE	4.6%
Ave w/o Arlington	6.4%
Arlington	5.2%

Table 8

Municipality	FY2010 Total Exp Per Cap
1 WELLESLEY	3,861
2 LEXINGTON	3,758
3 NORWOOD	3,638
4 NEEDHAM	3,514
5 WINCHESTER	3,495
6 BROOKLINE	3,242
7 NATICK	3,010
8 READING	2,989
9 BELMONT	2,817
10 CHELMSFORD	2,773
11 SALEM	2,770
12 WOBURN	2,730
13 WATERTOWN	2,686
14 MILTON	2,498
15 MELROSE	2,430
16 STONEHAM	2,429
17 RANDOLPH	2,415
18 ARLINGTON	2,232
19 WEYMOUTH	1,983
20 MEDFORD	1,904
Ave w/o Arlington	2,892
Arlington	2,232
State-wide Ave	2,681



Capital Improvements Plan

The Town's capital improvements program policies call for the allocation of approximately 5% of the general fund revenues to the capital budget. This is exclusive of dedicated funding sources such as enterprise funds, grants, and proposition 2 ½ debt exclusion projects. For FY2013 funding for the capital budget is as follows:

Bonding	\$ 6,476,650
Cash	\$ 1,391,682
Other	\$ 3,219,000

Our existing non-exempt debt is \$5.1million, which is virtually level as compared to FY2012. The total capital budget for FY2013, including debt, is estimated at \$9.1 million. Major projects to be funded in FY2013 include: phase 2 renovation of the Community Safety Building for \$2.2 million, replacement of the 1892 and 1931 roofs on the Robbins Library for \$406,000, purchase and installation of energy efficient LED streetlights for \$625,000, streets and sidewalks work for approximately \$1.5 million, water and sewer work for \$2.5 million, and parks renovation work for \$445,750. The FY2013 budget also includes \$600,000 for a new Fire Engine, and \$131,000 in funding for new police cruisers.

The renovation/rebuild of the Thompson School has been approved by the MSBA and funding was appropriated by Town Meeting in the spring of 2011. The total project budget for the Thompson Rebuild is \$20,773,363. This project total is funded via both exempt and non-exempt borrowing, MSBA reimbursements, and revenues associated with the sale of the Crosby School and the lease increases for the Parmenter School.



Financial Structure and Outlook

Each year, for several years, the Town has had a structural deficit whereby the growth in revenues has not kept pace with the growth in costs necessary to maintain a level service budget. This has happened despite a reduction of nearly 50% in the Town's workforce and spending near the bottom of its comparable communities. The annual structural deficit is estimated at approximately \$2.5 million (see chart to the right).

It's not anyone's fault that the Town faces an annual structural deficit; it's basic economics. Arlington's spending, by any measure, is well below that of our comparable communities and is not a contributor to the structural deficit. Just the opposite, municipal departmental budgets grew an average of only 2.01% over the last six years (see chart lower right). The major expenditure drivers are largely outside of the control of the Town and include cost-of-living increases for employees, health care cost increases, pension obligations, and special education costs. The main cause of the annual structural deficit is revenue based. The Town's revenue growth is at the bottom of our comparable communities for two reasons. First, Arlington is essentially a fully built out community with limited new growth in its tax base, a base that is 94% residential. As noted earlier, in a comparison of new growth in the tax base of 20 comparable communities, Arlington was near the bottom. Second, the Town has experienced massive, disproportionate cuts in its state aid. Arlington receives less real dollars in state aid than it did in 1988. These two factors have made it necessary for the Town to rely on periodic tax overrides to sustain service levels. Still, in the 30 years of Proposition 2 ½, there have been only three general tax overrides.

Typical Annual Growth

Revenues	
Property Taxes	\$ 2,700,000
Local Receipts	\$ 50,000
State Aid	\$ 150,000
Total	\$ 2,900,000
Expenditures	
Wage Adjustments	\$ 2,000,000
Health Insurance/Medicare	\$ 1,200,000
Pensions	\$ 500,000
Special Education	\$ 900,000
Miscellaneous (utilities capital/debt, other)	\$ 600,000
Total	\$ 5,400,000
Structural Deficit	\$ 2,500,000

Operating Budget Increases

FY 2006 - FY 2011

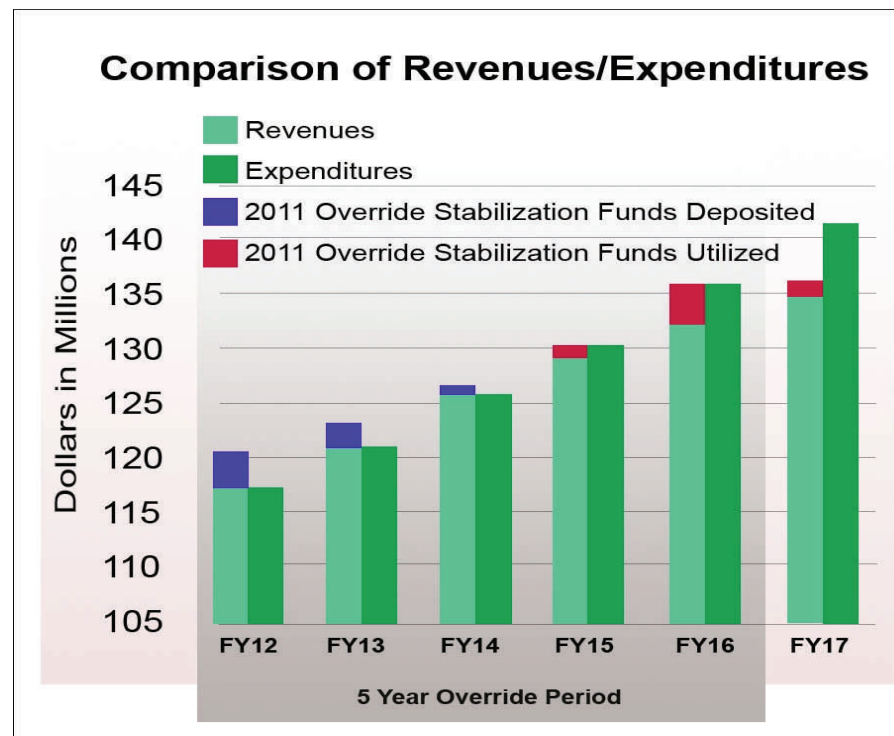
	Town	School
FY 2006	2.94%	6.17%
FY 2007	2.76%	3.16%
FY 2008	3.93%	3.99%
FY 2009	2.02%	2.46%
FY 2010	0.91%	2.06%
FY 2011	-0.46%	2.66%
Avg. Increase	2.01%	3.41%



In 2005, an override was passed based upon a plan that would cover the annual deficit for five years. Despite substantial cuts to state aid and a collapse of the global economy, with tight budget constraints, the funds were made to last six years. As noted above, over these six years municipal departmental budgets grew by an average of only 2.01% a year. The override passed this past spring was based upon a three year plan. As a result of a recent change to the Town's employee health care program, which will provide significant savings, it is now projected that the override funds can be stretched to last five years rather than only three. This will still require tight constraints on budgets. It is interesting to note recently that a neighboring community, which already spends at levels significantly above Arlington's, is holding its budget increase to 6%.

Despite fixed cost increases and federal and state mandates, Arlington's increase is being held to 3.5%.

The current plan, which is now a five year plan covering the years FY2012 through FY2016, is illustrated in this chart which projects the revenues and expenditures for the five year period. Note that in the sixth year the deficits return.





Five Year Financial Projection

The cornerstone of our strategic budgeting process is the long-range financial projection. Based upon analysis of internal and external factors impacting the Town's operations and finances, we have prepared the long-range projection found page 22. These projections will, of course, have to be modified as events unfold, but we believe that they are reasonable for fiscal planning purposes.

Revenue assumptions include the following:

- **Overall revenues** are expected to increase 3% in FY2013. Future year increases range from 2.5% to 4.3%. FY2016 increases 4.3% due to greater use of override stabilization funds to cover increased debt service costs and an increased tax abatement reserve because it is a revaluation year. In the remaining years, the overall increases are under 2.75%.
- **Tax Levy** - Projected to increase between 2.6% and 2.9% per year. New growth is projected at \$450,000 per year. Actual debt for Proposition 2 ½ debt exclusion school projects minus state reimbursements are included and amount to approximately \$1 million each year. FY2013 and FY2014 include excluded debt of approximately \$300,000 relative to the Symmes Urban Renewal project. After FY2014 property tax payments from Symmes are expected to cover the Symmes debt. Nothing has been factored in at this time for a bond authorization for the rebuild of the Thompson School which will include some exempt debt.
- **State Aid** – Due to a provision in the Chapter 70 school aid formula which caps the Town's minimum required contribution towards the Town's school foundation budget, the Town expects to receive a Chapter 70 increase of \$1,222,363 in FY2013 resulting in an overall state aid increase of \$1,153,725 (8.6%). Thereafter, increases are projected at only 1%.
- **School Construction Reimbursement** - Projected to remain the same at \$2,474,796.
- **Local Receipts** – Local Receipts are estimated to decrease by \$320,000 in FY2013 due to the loss of Medicare Part D reimbursements from the federal government. They will decline slightly further in FY2014 due to reductions in building permit fees from the Symmes project, and grow by \$50,000 increments thereafter.
- **Free Cash** – In FY2013, \$600,000 is proposed to be appropriated, which is an increase of \$118,544 over the prior year. For FY2014 \$1,000,000 is proposed to be used, and thereafter \$750,000 each year.
- **Other Available Funds** – A transfer of \$200,000 from surplus tax abatement overlay reserve funds is projected for each year.
- **Override Stabilization Fund** – For at least the first three years of the override (FY2012-FY2014) funds will be deposited into the Fund building up to close to \$8 million. Then in FY2015 a draw down of \$839,000 will be required to balance the budget.



In FY2016 a draw down of \$3.55 million will be needed to close the budget gap leaving approximately \$3.4 million in the Fund to apply to a budget gap of approximately \$6.3 million in FY2017 (the sixth year of the override). The resulting projected deficit for FY2017 is approximately \$2.9 million. All these numbers are projections at this time and may vary significantly up or down.

Expenditure assumptions include the following:

- **School Budget** – Going forward, expenditures are capped at 3.5% for general education costs and 7% for special education costs.
- **Minuteman School** – In FY2013 an increase in enrollment will drive our assessment up by \$734,607 (31.2%). Thereafter, increases are projected at 3.5%.
- **Municipal Departments** - Going forward, expenditures are capped at 3.5%.
- **Capital Budget** – Capital policies call for dedicating approximately 5% of net revenues to capital spending inclusive of non-exempt debt. Annual increases average approximately 3.5%.

Exempt Debt – This includes the actual cost of debt service for debt exclusion projects which include school projects and the Symmes project. The Thompson School debt service has not been factored into this projection at this time. The Symmes debt service, at approximately \$300,000, is expected to be fully covered by Symmes property tax payments starting in FY2015.

Non-Exempt Debt – This debt will fluctuate over the next several years but will stay at around \$5.2 million per year. Some of the recent major projects that it covers include the Stratton School, fire stations, and Community Safety building.

Cash – In FY2013 \$1,391,682 in cash funded capital projects is included. Each year thereafter the amount remains approximately the same.

- **MWRA Debt Shift** – The amount has been level funded at \$5,593,112.
- **Pensions** – In FY2013 the pension appropriation will increase of 5.2%, and thereafter, increases 6% annually.
- **Insurance (including healthcare)** – Due to the transfer of employees into the State's GIC health care program, costs went down in FY2012 and are expected to decrease another \$754,139 in FY2013. Thereafter costs are projected to increase 7% per year except in FY2014 where there will still be some residential savings from the transfer to GIC thus keeping this increase to 4.8%.
- **State Assessments** – These assessments are generally capped at a 2.5% increase which is what has been projected. In FY2013 however, the MBTA assessment, which is the largest assessment, is projected to increase by \$201,550, or 8%, due to Arlington's population increase and a greater service level compared to other MBTA communities.



- **Offset Aid** – These grants to schools and library are decreased slightly in FY2013 based upon preliminary cherry sheets and thereafter held level.
- **Overlay Reserve** – This reserve for tax abatements is increased in revaluation years, which occur every three years. For the revaluation years FY2013 and FY2016, the reserve is increased to \$800,000. In non-revaluation years it is reduced to \$600,000.
- **Other** – This includes court judgments, deficits such as snow removal, revenue, etc., and Symmes property taxes reserved for Symmes debt. The estimate is \$700,000 for each year.
- **Warrant Articles** – Appropriations for miscellaneous warrant articles are estimated at between \$650,000 and \$700,000 each year.
- **Override Stabilization Fund** – Appropriations into the Fund for FY2012, FY2013, and FY2014 are projected at approximately \$3.4 million, \$3 million, and \$1.4 million respectively. After FY2014 it is projected that draw downs from the Fund will be necessary.

Conclusion

Every effort has been made to implement all appropriate measures that will maximize the productivity of our organization and deliver the highest quality of services within available resources. Our entire management team has worked collectively to implement creative ways of doing more with less. We remain committed to maintaining the high quality of life our residents expect and deserve.

As the budget process evolves and additional information becomes available over the next few months, the estimates and recommendations contained herein will be adjusted as required. You will then be able to make operating and capital budget adjustments as deemed advisable prior to Town Meeting.

The document presented for your consideration is a product of a great deal of work. Our department heads, second to none in the Commonwealth in terms of professional competence and dedication to their tasks, provided invaluable input and assistance. Members of boards and commissions offered valuable assistance. In particular, I would like to thank the Board of Selectmen for its policy insights and leadership. I am most of all indebted to Deputy Town Manager Adam Chapdelaine and Public Information Officer Joan Roman who deserve the credit for the quality of the budget document and the information and the data contained herein. I also want to extend a special word of thanks to my office staff, Eileen Messina, Domenic Lanzilliotti, and Will Nguyen, who spent evenings and weekends assisting in producing this document.

Respectfully submitted,

Brian F. Sullivan

Town Manager



Long Range Financial Projection

		FY 2012	FY 2013	Dollar Change	Percent Change	FY 2014	FY 2015	FY 2016	FY 2017
I	REVENUE								
A.	State Aid	13,420,743	14,574,468	1,153,725	8.60%	14,715,027	14,856,991	15,000,375	15,145,193
	School Construction Aid	2,531,085	2,474,796	(56,289)	-2.22%	2,474,796	2,474,796	2,474,796	2,474,796
B.	Local Receipts	8,910,000	8,590,000	(320,000)	-3.59%	8,505,000	8,555,000	8,605,000	8,655,000
C.	Free Cash/Muni Building Trust	481,456	600,000	118,544	24.62%	1,000,000	750,000	750,000	750,000
D.	Overlay Reserve Surplus	200,000	200,000	0	0.00%	200,000	200,000	200,000	200,000
E.	Property Tax	95,002,494	97,746,811	2,744,317	2.89%	100,373,525	103,085,285	105,854,055	108,696,422
F.	Override Stabilization Fund						839,064	3,548,148	3,388,209
	TOTAL REVENUES	120,545,778	124,186,075	3,640,297	3.02%	127,268,348	130,761,136	136,432,374	139,309,620
II	APPROPRIATIONS								
A.	Operating Budgets								
	School	42,681,436	44,642,598	1,961,162	4.59%	46,705,113	48,874,818	51,157,914	53,560,992
	General Education Costs	29,329,660	30,356,198	1,026,538	3.50%	31,418,665	32,518,318	33,656,459	34,834,436
	Special Education Costs*	13,351,776	14,286,400	934,624	7.00%	15,286,448	16,356,500	17,501,455	18,726,557
	Net School Budget	42,681,436	44,642,598	1,961,162	4.59%	46,705,113	48,874,818	51,157,914	53,560,992
	Minuteman	2,352,988	3,087,595	734,607	31.22%	3,195,661	3,307,509	3,423,272	3,543,086
	Town								
	Personnel Services	21,995,552	22,970,278	974,726	4.43%	23,812,134	24,733,894	25,875,462	27,058,736
	Expenses	9,160,916	9,210,916	50,000	0.55%	9,260,916	9,310,916	9,360,916	9,410,916
	Less Offsets:								
	Enterprise Fund/Other	1,634,410	1,691,614	57,204	3.50%	1,750,821	1,812,100	1,875,523	1,941,166
	Tip Fee Stabilization Fund	450,000	400,000	(50,000)	-11.11%	179,514	0	0	0
	Net Town Budget	29,072,058	30,089,580	1,017,522	3.50%	31,142,715	32,232,710	33,360,855	34,528,485
	MWRA Debt Shift	5,593,112	5,593,112	0	0.00%	5,593,112	5,593,112	5,593,112	5,593,112
B.	Capital budget								
	Exempt Debt Service	2,836,327	2,680,466	(155,862)	-5.50%	2,579,598	2,495,587	2,398,691	2,303,751
	Non-Exempt Service	5,184,398	5,187,898	3,500	0.07%	5,717,785	5,557,330	5,816,402	6,346,016
	Cash	1,033,400	1,391,682	358,282	34.67%	1,330,106	1,396,650	1,370,956	1,296,625
	Minus Capital Carry Forward	(209,300)	(103,796)			(125,200)	(127,216)	(152,005)	(159,938)
	Total Capital	8,844,825	9,156,250	311,425	3.52%	9,502,289	9,322,351	9,434,044	9,786,454
C.	Pensions	7,329,440	7,710,766	381,326	5.20%	8,173,412	8,663,817	9,183,646	9,734,664
D.	Insurance	16,483,109	15,728,970	(754,139)	-4.58%	16,484,604	17,638,526	18,873,223	20,194,349
E.	State Assessments	2,846,071	2,970,269	124,198	4.36%	3,044,526	3,120,639	3,198,655	3,278,621
F.	Offset Aid - Library & School	62,085	61,138	(947)	-1.53%	61,138	61,138	61,138	61,138
G.	Overlay Reserve	600,000	800,000	200,000	33.33%	600,000	600,000	800,000	600,000
H.	Other Crt Jdgmnts/ Deficit/ symm	621,741	700,000	78,259	12.59%	700,000	700,000	700,000	700,000
I.	Warrant Articles	657,311	691,242	33,931	5.16%	646,515	646,515	646,515	646,515
J.	Override Stabilization Fund	3,401,602	2,954,555			1,419,263			
K.	TOTAL APPROPRIATIONS	120,545,778	124,186,075	3,640,297	3.02%	127,268,348	130,761,135	136,432,374	142,227,417
	BALANCE	0	0			0	0	0	(2,917,797)



SECTION II

REVENUE

**TOTAL REVENUE**

Total revenue for FY2013 is projected at \$124,186,075, an increase of \$3,640,297, or 3%.

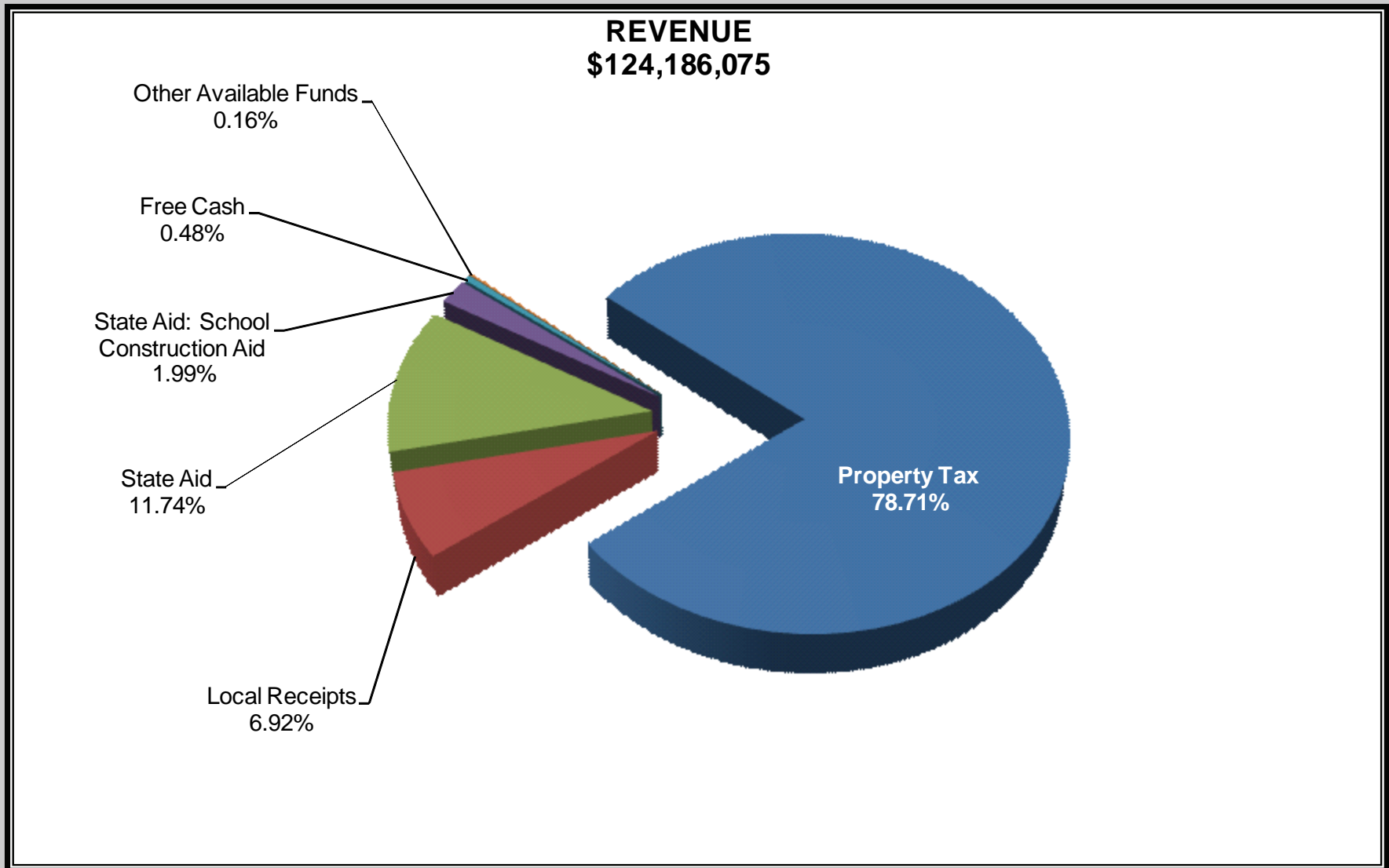
The property tax levy is projected to increase \$2,744,317, or 2.9%. This includes the normal 2.5% increase plus \$450,000 in new growth.

Local receipts are projected to decrease \$320,000 due primarily to the phase out of Medicare Part D reimbursements from the federal government.

Based upon the Governor's proposed budget, state aid is projected to increase \$1,097,436, or 6.9%. Governor Patrick has proposed a \$145 million increase in Chapter 70 School Aid and level-funding for General Government Aid. Because Arlington's foundation budget is increasing 5% and it has reached its maximum required municipal contribution, under the Chapter 70 formula the State picks up the difference between Arlington's maximum municipal contribution and its foundation budget. This required the unusually large increase of \$1,222,363 in Chapter 70 school aid. Overall FY2013 state aid, as proposed by the Governor, will increase \$1,097,436 to a total of \$17,049,264. This total is inclusive of \$2,474,796 in school construction aid.

A total of \$600,000 in free cash is proposed to be used, which is an increase of \$118,544 from FY2012. Other Available Funds include only \$200,000 in surplus tax abatement overlay funds, the same amount as was used last year.

REVENUE SOURCE	FY2010 Actual	FY2011 Actual	FY2012 Budget	FY2013 Budget	Budget Change
Tax Levy	83,471,036	85,958,974	95,002,494	97,746,811	2,744,317
Local Receipts	8,653,173	9,238,654	8,910,000	8,590,000	(320,000)
State Aid	16,914,050	16,597,530	15,951,828	17,049,264	1,097,436
Free Cash	1,497,907	582,051	481,456	600,000	118,544
Other Available Funds	3,242,376	2,080,000	200,000	200,000	-
Total	113,778,542	114,457,209	120,545,778	124,186,075	3,640,297



Fiscal Year 2013 Budget



Overall Revenue Summary

Total General Fund Revenues

	<u>FY04 Actual</u>	<u>FY05 Actual</u>	<u>FY06 Actual</u>	<u>FY07 Actual</u>	<u>FY08 Actual</u>	<u>FY09 Actual</u>	<u>FY10 Actual</u>	<u>FY11 Actual</u>	<u>FY12 Budget</u>	<u>FY13 Budget</u>
Tax Levy*	58,706,143	60,616,241	68,050,315	71,185,238	73,220,264	75,352,894	77,877,924	80,365,862	89,409,382	92,153,699
Local Receipts	7,801,881	8,437,095	8,834,256	9,188,329	9,024,278	8,715,308	8,653,173	9,238,654	8,910,000	8,590,000
State Aid**	13,945,694	14,046,847	14,790,887	15,600,746	15,972,745	15,568,470	14,382,965	14,066,445	13,420,743	14,574,468
Free Cash	1,774,342	1,414,803	1,614,155	1,939,695	954,736	2,191,622	1,497,907	582,050	481,456	600,000
Other Available Funds	500,000	500,000	400,000	400,000	500,000	500,000	3,242,376	2,080,000	200,000	200,000
Total	82,728,060	85,014,986	93,689,613	98,314,008	99,672,023	102,328,294	105,654,345	106,333,011	112,421,581	116,118,167

*Excludes MWRA Debt Shift

**Excludes MSBA Reimbursements

Annual Revenue Increases

	<u>FY04 Actual</u>	<u>FY05 Actual</u>	<u>FY06 Actual</u>	<u>FY07 Actual</u>	<u>FY08 Actual</u>	<u>FY09 Actual</u>	<u>FY10 Budget</u>	<u>FY11 Budget</u>	<u>FY12 Budget</u>	<u>FY13 Budget</u>
Tax Levy	1,975,947	1,910,098	7,434,074	3,134,923	2,035,026	2,132,630	2,525,030	2,487,938	9,043,520	2,744,317
Local Receipts	15,895	635,214	397,161	354,073	(164,051)	(308,970)	(62,135)	585,481	(328,654)	(320,000)
State Aid	(2,829,822)	101,153	744,040	809,859	371,999	(404,275)	(1,185,505)	(316,520)	(645,702)	1,153,725
Free Cash	(992,943)	(359,539)	199,352	325,540	(984,959)	1,236,886	(693,715)	(915,857)	(100,594)	118,544
Other Available Funds	0	0	(100,000)	0	100,000	0	2,742,376	(1,162,376)	(1,880,000)	0
Total	(1,830,923)	2,286,926	8,674,627	4,624,395	1,358,015	2,656,271	3,326,051	678,666	6,088,570	3,696,586
Percent Increase	-2.2%	2.8%	10.2%	4.9%	1.4%	2.7%	3.3%	0.6%	5.7%	3.3%

Percent of Total Revenue

	<u>FY04 Actual</u>	<u>FY05 Actual</u>	<u>FY06 Actual</u>	<u>FY07 Actual</u>	<u>FY08 Actual</u>	<u>FY09 Actual</u>	<u>FY10 Budget</u>	<u>FY11 Budget</u>	<u>FY12 Budget</u>	<u>FY13 Budget</u>
Tax Levy	71.0%	71.3%	72.6%	72.4%	73.5%	73.6%	73.7%	75.6%	79.5%	79.4%
Local Receipts	9.4%	9.9%	9.4%	9.3%	9.1%	8.5%	8.2%	8.7%	7.9%	7.4%
State Aid	16.9%	16.5%	15.8%	15.9%	16.0%	15.2%	13.6%	13.2%	11.9%	12.6%
Free Cash	2.1%	1.7%	1.7%	2.0%	1.0%	2.1%	1.4%	0.5%	0.4%	0.5%
Other Available Funds	0.6%	0.6%	0.4%	0.4%	0.5%	0.5%	3.1%	2.0%	0.2%	0.2%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

**PROPERTY TAX LEVY**

Property tax is the primary source of revenue for virtually every Massachusetts municipality. In Arlington, property taxes represent approximately 79% of annual operating revenues. Property taxes are levied on real property (land and buildings) and personal property (equipment) used by Arlington's non-manufacturing businesses. State law mandates that communities update their property values every three years and obtain State certification that such values represent full and fair cash value. A revaluation was conducted in FY2010. Under the Provisions of Proposition 2 ½, property taxes, in the aggregate, may not exceed 2 ½% of their "full and fair cash value." This limit is known as the "levy ceiling." Annual levy increases may not exceed 2 ½% of the previous year's levy plus the taxes added from any new or renovated property added to the tax rolls (known as new growth). Any Proposition 2 ½ override or debt exclusion amounts voted are added to the levy limit, while all related school construction reimbursements from the State are subtracted.

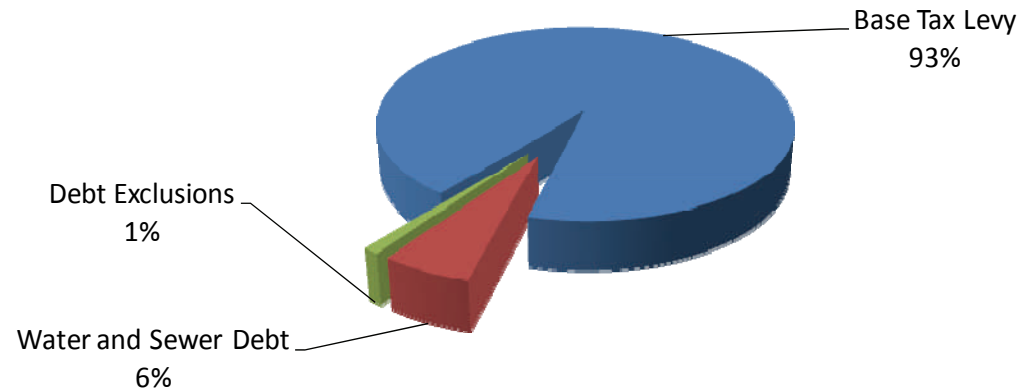
Property values and new growth for FY2013 are preliminary estimates used to project the levy limit. The FY2012 levy limit was \$88,442,215. The 2 ½% increase allowed for FY2013 is \$2,211,055. New growth from construction not previously on the tax rolls is expected to add \$450,000 to the FY2013 levy. An additional \$1,050,429 is added to the tax levy to cover the cost of debt service for projects approved by the voters as Proposition 2 ½ debt exclusion overrides. This added debt exclusion amount is net of state reimbursements estimated at \$1,615,937. For the first time in FY2012, debt service for the Symmes Urban Renewal project was added to the tax levy. In a few years, after the project is built and tax revenues start coming in, the debt will no longer be added to the tax levy.

The Town has accepted the provisions of Chapter 110, whereby water and sewer debt costs are transferred to the real estate taxes. At the present time, the only water and sewer debt is from the MWRA. The Board of Selectmen voted to freeze the amount of MWRA debt shift at the FY2007 amount of \$5,593,112. Based on the above, the FY2013 tax levy is projected to total \$97,746,811 representing an increase of \$2,744,317 (2.9%) over the FY2012 levy.

PROPERTY TAX LEVY	FY2010 Actual	FY2011 Actual	FY2012 Budget	FY2013 Budget	Budget Change
Base Tax Levy	76,852,379	79,419,992	81,930,096	91,103,270	9,173,174
General Override	-	-	6,490,000	-	(6,490,000)
Debt Exclusion Overrides					
Brackett School	230,340	212,646	188,605	167,209	(21,395)
Hardy School	107,394	88,063	42,934	53,045	10,111
Bishop School	97,628	83,548	67,227	51,842	(15,386)
Peirce School	274,144	253,394	67,399	178,238	110,839
Dallin School	316,039	308,219	315,991	300,095	(15,896)
Symmes Debt			307,130	300,000	(7,130)
Sub-total Debt Exclusions	1,025,545	945,870	989,286	1,050,429	61,143
Water and Sewer Debt	5,593,112	5,593,112	5,593,112	5,593,112	-
Total	83,471,036	85,958,974	95,002,494	97,746,811	2,744,317



PROPERTY TAX

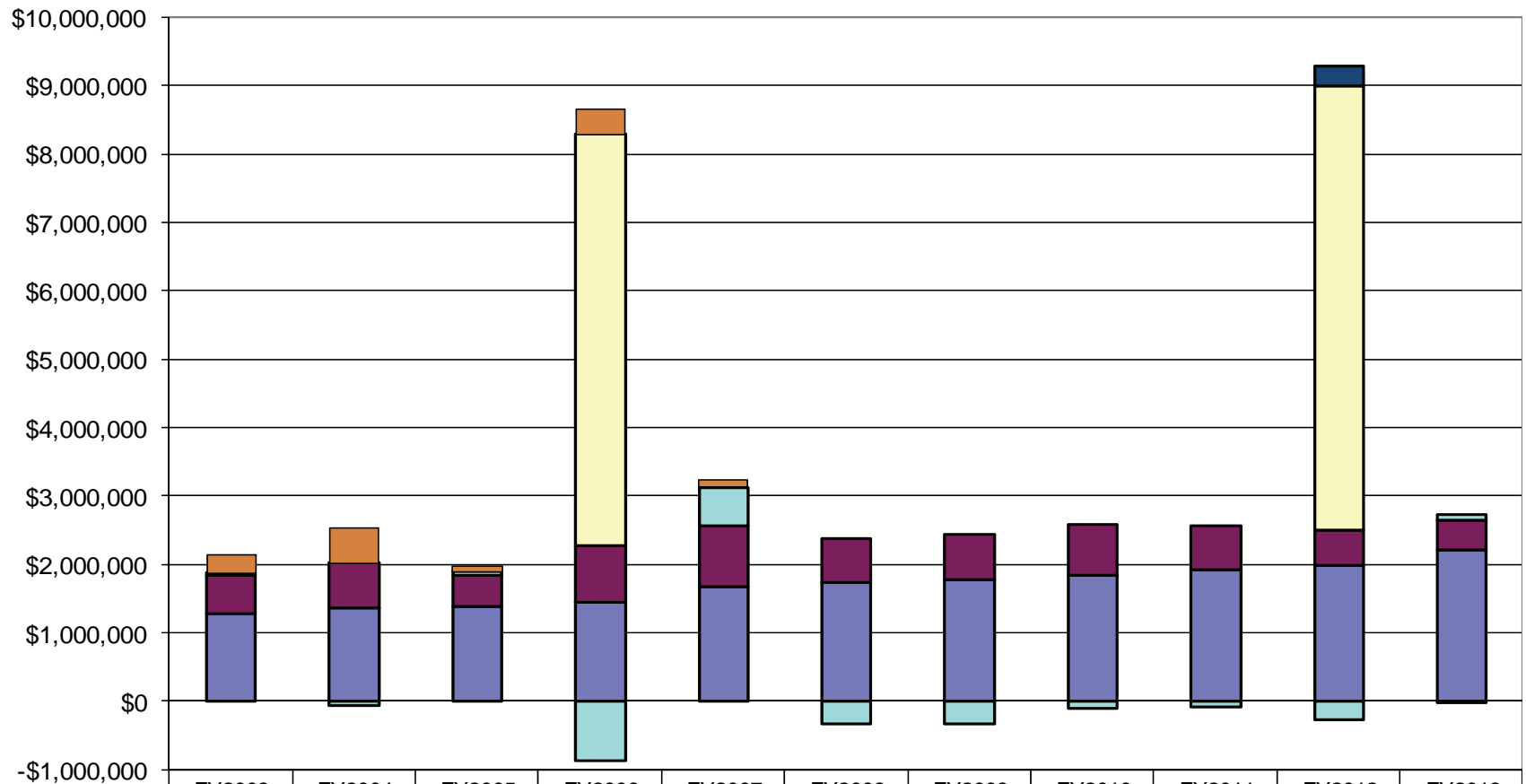


Fiscal Year	Real Estate & Personal Property Commitments	Abatements Granted	Tax deferral Abatements (Ch 41A)	Net Tax Levy	Net Collections	% of Collections	Amount transferred into tax title	Tax Title Balance as of June 30th	Tax Possession Balance as of June 30th	Tax Deferral Balance as of June 30th
2011	86,093,152.50	465,825.69	51,677.04	85,575,649.77	84,199,193.25	99.56%	375,360.09	650,009.11	396,784.20	303,386.69
2010	83,612,918.72	483,555.47	61,658.71	83,067,704.54	82,652,328.29	99.50%	415,059.45	781,121.00	396,784.20	363,475.82
2009	81,073,914.29	487,858.75	77,402.97	80,508,652.57	80,065,721.17	99.45%	480,507.03	707,145.88	396,784.20	393,703.43
2008	78,887,655.80	472,051.80	72,738.36	78,342,865.64	78,066,532.84	99.65%	276,332.81	471,582.61	396,784.20	377,006.41
2007	76,885,362.74	342,368.47	84,469.92	76,458,524.35	76,243,171.54	99.72%	216,092.26	339,191.03	396,784.20	390,472.48
2006	73,601,851.23	343,515.23	87,097.83	73,171,238.17	72,939,691.01	99.68%	231,489.78	324,280.65	396,784.20	380,256.66
2005	65,779,185.77	302,203.09	58,911.88	65,418,070.80	65,202,793.72	99.67%	234,667.16	339,307.20	396,784.20	285,068.38
2004	63,831,019.20	391,879.53	49,554.72	63,389,584.95	63,223,644.05	99.74%	165,940.90	258,629.93	396,784.20	274,115.15
2003	61,323,172.92	369,352.26	41,586.52	60,912,234.14	60,699,775.08	99.65%	212,459.06	317,178.44	397,922.00	247,855.77
2002	59,183,329.33	375,235.37	47,510.62	58,760,583.34	58,615,862.62	99.75%	144,720.72	216,588.20	397,922.00	347,816.81
2001	55,924,516.87	436,168.37	56,445.54	55,431,902.96	55,316,386.89	99.79%	115,516.07	181,873.01	397,716.45	354,375.56
2000	54,173,527.31	349,142.62	66,695.63	53,757,689.06	53,624,936.83	99.75%	132,752.23	196,203.75	397,716.45	338,813.24
1999	52,534,913.05	433,671.59	61,654.42	52,039,587.04	51,927,624.56	99.78%	173,616.90	187,455.40	383,233.92	338,142.22
1998	49,567,583.07	449,042.82	55,312.92	49,063,227.33	48,905,560.52	99.68%	157,666.81	284,217.96	407,244.12	286,763.02
1997	48,210,810.14	521,789.92	50,705.04	47,638,315.18	47,427,170.70	99.56%	211,144.48	432,742.57	393,123.36	239,348.93

The policy is to close out all real estate & personal property commitments in the same fiscal year. All collections, refunds, transfers into Tax Title all take place within the same fiscal year.



COMPONENTS OF TAX LEVY INCREASE



	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
MWRA Debt	260,958	517,348	69,732	371,757	117,626	-	-	-	-	-	-
Symmes Debt Exclusion	-	-	-	-	-	-	-	-	-	307,130	(7,130)
School Debt Exclusion	44,571	(51,943)	56,628	(859,302)	558,473	(319,928)	(316,820)	(93,659)	(79,675)	(263,714)	68,273
General Override	-	-	-	6,000,000	-	-	-	-	-	6,490,000	-
New Growth	544,075	649,223	458,531	844,013	887,247	640,013	642,912	726,955	656,751	522,167	450,000
2.5% Increase*	1,299,509	1,378,668	1,394,938	1,449,364	1,689,203	1,736,648	1,796,065	1,857,039	1,921,639	1,986,099	2,211,055

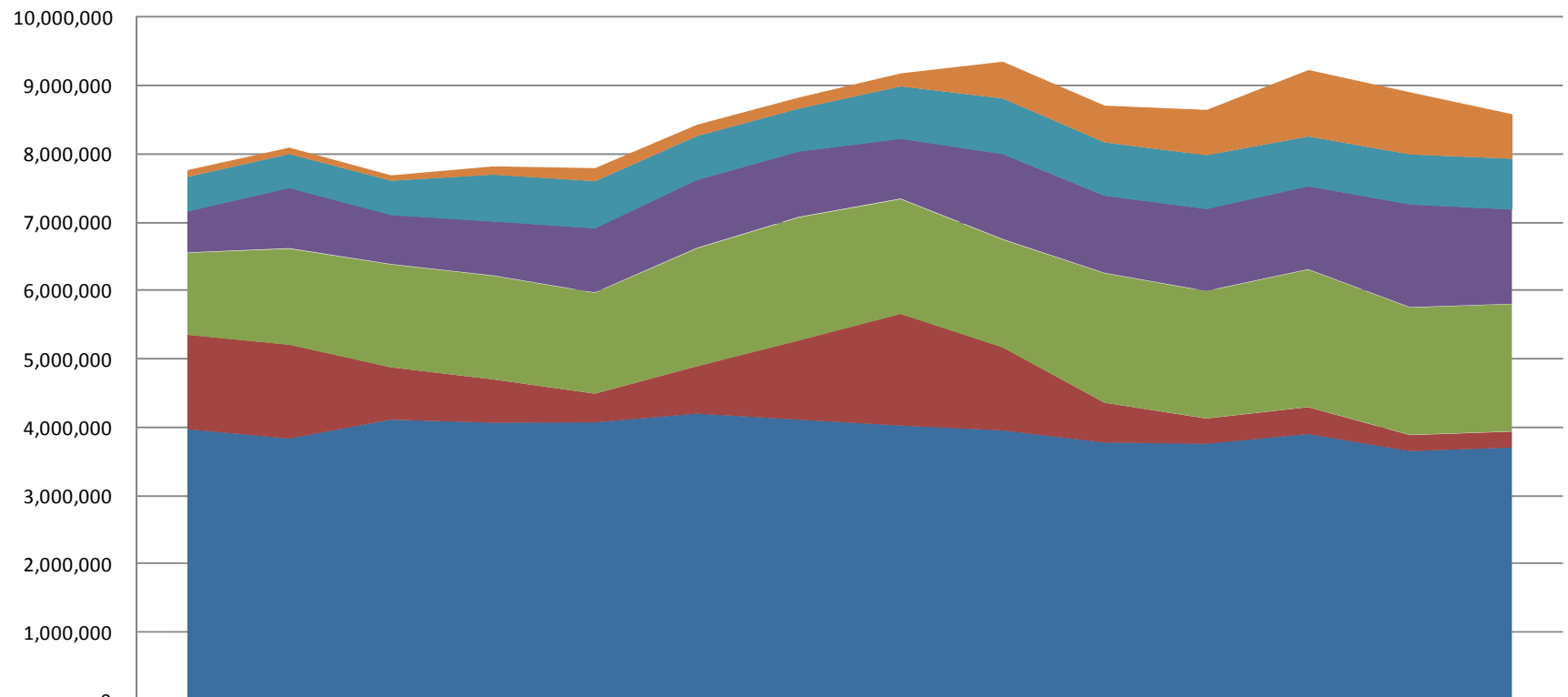
**LOCAL RECEIPTS SUMMARY**

Local receipts for FY2013 are projected to decrease \$320,000 to a total of \$8,590,000. Building permit revenue is estimated to decrease by \$125,000 due to the fact that FY2012 includes approximately \$772,000 in permit revenue from the Symmes and Brigham's projects. While there will be some additional permit fees in FY2013 for the Symmes project, most of this revenue is one-time and will not be available in FY2013. Also, Medicare Part D reimbursements from the federal government will essentially be phased out in FY2013 resulting in a reduction of \$258,000 from FY2012. Most other revenue sources remain flat with the exception of motor vehicle excise taxes which will increase by \$50,000 and rental income which is increasing \$13,000.

LOCAL RECEIPTS SUMMARY	FY2010 Actual	FY2011 Actual	FY2012 Budget	FY2013 Budget	Budget Change
Motor Vehicle Excise	3,757,149	3,898,459	3,650,000	3,700,000	50,000
Interest Income	369,782	394,264	235,000	235,000	-
Departmental Fees	1,867,994	2,018,958	1,870,000	1,870,000	-
Licenses and Permits	1,202,871	1,219,481	1,510,000	1,385,000	(125,000)
Rentals	791,044	733,270	735,000	748,000	13,000
Other	664,332	974,222	910,000	652,000	(258,000)
Total	8,653,172	9,238,654	8,910,000	8,590,000	(320,000)



Local Receipts History



	Actual FY00	Actual FY01	Actual FY02	Actual FY03	Actual FY04	Actual FY05	Actual FY06	Actual FY07	Actual FY08	Actual FY09	Actual FY2010	Actual FY2011	Budget FY2012	Budget FY2013
Other	100,945	94,165	79,375	122,272	191,558	166,224	162,289	190,960	538,924	538,924	664,332	974,222	910,000	652,000
Rentals	508,819	500,978	506,840	690,231	696,252	648,334	632,505	771,319	818,608	783,600	791,045	733,270	735,000	748,000
Licenses and Permits	604,759	887,076	722,072	794,763	943,446	999,757	961,320	878,090	1,247,073	1,134,294	1,202,871	1,219,481	1,510,000	1,385,000
Fees/Departmental	1,206,792	1,412,070	1,512,748	1,520,578	1,480,066	1,731,991	1,808,831	1,689,345	1,586,298	1,900,729	1,867,994	2,018,958	1,870,000	1,870,000
Interest Income	1,382,410	1,374,590	765,790	634,352	421,000	693,999	1,159,204	1,636,644	1,216,410	582,123	369,782	394,264	235,000	235,000
Motor Vehicle Excise	3,968,543	3,832,194	4,108,738	4,064,678	4,069,559	4,196,714	4,110,106	4,021,994	3,951,802	3,775,638	3,757,149	3,898,459	3,650,000	3,700,000

**MOTOR VEHICLE EXCISE**

Motor vehicle excise tax receipts are expected to increase by \$50,000 over the budgeted amount for FY2012 to a total of \$3.7 million. Commitments are still significantly below what they were in 2008. The excise rate is \$25 per thousand and is assessed on 90% of the vehicle's value in the first year, 60% in the second year, 40% in the third year, 25% in the fourth year, and 10% thereafter. The actual billings are prepared by the Registry of Motor Vehicles and then turned over to the Town for printing, distribution, and collection. There are approximately 38,000 registered vehicles in Arlington. In the chart below, Levy Year 2011 is as of June 30, 2011.

Levy Year	Commitments	Collections	Refunds	Net Collections	Abatements	Balance	Collection %
2011	\$3,617,140	\$3,439,728	\$35,428	\$3,404,300	\$89,485	\$123,355	96.59%
2010	\$3,439,627	\$3,277,405	\$34,770	\$3,242,635	\$83,853	\$113,139	96.71%
2009	\$3,405,929	\$3,262,275	\$42,208	\$3,220,067	\$90,499	\$95,363	97.20%
2008	\$4,095,771	\$3,968,005	\$82,613	\$3,885,392	\$164,786	\$45,593	98.89%
2007	\$4,230,657	\$4,125,146	\$81,094	\$4,044,052	\$159,117	\$27,488	99.35%
2006	\$4,248,107	\$4,134,418	\$89,206	\$4,045,212	\$177,550	\$25,345	99.40%
2005	\$4,293,875	\$4,189,478	\$95,281	\$4,094,197	\$173,543	\$26,135	99.39%
2004	\$4,290,578	\$4,166,076	\$78,847	\$4,087,229	\$183,274	\$20,075	99.53%
2003	\$4,241,385	\$4,109,464	\$72,532	\$4,036,932	\$189,004	\$15,449	99.64%
2002	\$4,281,043	\$4,130,254	\$80,517	\$4,049,737	\$215,905	\$15,401	99.64%
2001	\$4,250,080	\$4,122,587	\$76,815	\$4,045,772	\$187,565	\$16,743	99.61%
2000	\$4,090,219	\$3,983,605	\$87,702	\$3,895,903	\$181,778	\$12,538	99.69%
1999	\$3,734,714	\$3,644,635	\$92,391	\$3,552,244	\$173,537	\$8,933	99.76%
1998	\$3,341,180	\$3,251,914	\$58,790	\$3,193,124	\$138,299	\$9,757	99.71%
1997	\$3,119,179	\$3,019,273	\$48,419	\$2,970,854	\$135,780	\$12,545	99.60%

MOTOR VEHICLE EXCISE	FY2010 Actual	FY2011 Actual	FY2012 Budget	FY2013 Budget	Budget Change
Motor Vehicle Excise	3,757,149	3,898,459	3,650,000	3,700,000	50,000

**DEPARTMENTAL FEES**

Departmental fees are projected to remain flat at a total of \$1.87 million. The major categories include ambulance fees, parking fines and meters, cemetery fees, tax collector fees, and school Medicaid reimbursements related to the special education program. Ambulance revenue, which is the largest revenue source, is estimated to total \$585,000.

DEPARTMENTAL FEES	FY10 Actual	FY2011 Actual	FY2012 Budget	FY2013 Budget	Budget Change
Schools (Medicare Reimbursement)	135,451	254,343	150,000	150,000	-
Cemetery Revenue	267,675	302,075	300,000	300,000	-
Library Fees and Fines	65,863	56,259	55,000	55,000	-
Collector's Demand Fees	78,097	80,850	80,000	80,000	-
Town Clerk Fees	69,159	45,306	45,000	45,000	-
Parking Violations	355,236	346,030	340,000	340,000	-
Parking Meter Receipts	78,840	67,592	70,000	70,000	-
Fire Alarm Renewal Fee	24,250	24,782	20,000	20,000	-
Ambulance Fees	565,307	586,576	585,000	585,000	-
Other Departmental Revenue	228,117	255,145	225,000	225,000	-
Total	1,867,995	2,018,958	1,870,000	1,870,000	-

**INTEREST INCOME & PENALTIES**

Interest Income is projected to remain flat at a total of \$235,000. It is made up of two components: investment income and interest and penalties associated with delinquent tax payments.

Investment income can vary widely depending upon market interest rates, available cash balances, cash flows, and investment practices. Investment income has dropped from a high of more than \$1.4 million in FY2007 to a projected amount of only \$50,000 in FY2013. This is due to the dramatic drop in interest rates.

Penalties and interest associated with delinquent tax payments are projected to remain level at \$185,000.

INTEREST INCOME	FY2010 Actual	FY2011 Actual	FY2012 Budget	FY2013 Budget	Budget Change
Investment Income	102,254	55,430	50,000	50,000	-
Penalties & Interest	267,528	338,834	185,000	185,000	-
Total	369,782	394,264	235,000	235,000	-

**LICENSES AND PERMITS**

Licenses and permits revenues for FY2013 are expected to decrease by \$125,000 to a total of \$1,385,000. The reduction is due solely to the fact that some significant one-time building permit revenue in FY2012 will not be available in FY2013. Actual revenue in FY2012 is now projected in excess of \$1.5 million due to \$772,000 for permits for the Symmes and Brigham's projects. While there will be some additional permit revenue for the Symmes project in FY2013, it will be significantly below the amount in FY2012.

Besides building permits, some of the other major categories of Licenses and Permits include parking permits and liquor licenses issued by the Selectmen, and fire permit fees, which include fire alarm connection fees. All of these are expected to remain flat.

LICENSES AND PERMITS	FY2010 Actual	FY2011 Actual	FY2012 Budget	FY2013 Budget	Budget Change
Parking Permits	135,936	148,124	140,000	140,000	-
Liquor Licenses	68,125	77,523	78,000	78,000	-
Food Licenses	6,483	6,456	6,500	6,500	-
Food Permits	17,520	14,990	15,000	15,000	-
Tobacco Permits	12,150	9,000	9,000	9,000	-
Building Inspections	844,894	848,213	1,150,000	1,025,000	(125,000)
Fire Prevention Permits	53,591	51,363	50,000	50,000	-
Marriage Licenses	6,580	6,510	6,500	6,500	-
Other	57,592	57,302	55,000	55,000	-
Total	1,202,871	1,219,481	1,510,000	1,385,000	(125,000)

**RENTAL INCOME**

The Town derives income from the renting of several Town-owned properties including the Gibbs, Crosby, and Parmenter schools, the Mt. Gilboa house, the former Dallin Library, and former Parks Department buildings at Ryder Street.

Overall, revenue is projected to increase \$13,000 to a total of \$748,000.

The Ryder Street property is rented for a five-year period, generating a net income of \$95,000 annually.

Parmenter School and Crosby School leases were renegotiated, resulting in rent increases. Projected rental income for the properties is \$180,000 and \$135,000 respectively. The leases for these two properties expire June 30, 2013. Proposals will be sought for the sale of Crosby School and the lease of the Parmenter School.

For FY2013 the Gibbs rental income is expected to increase slightly to a total of \$275,000. Rental income dropped in FY2011 because tenants became responsible for directly paying the utility costs.

The Dallin Library is currently leased to the Arlington Community Media, Inc. (ACMi) with rental income projected at \$45,000. The Mt. Gilboa house is rented for \$18,000 per year.

RENTAL INCOME	FY2010 Actual	FY2011 Actual	FY2012 Budget	FY2013 Budget	Budget Change
Ryder St.	75,638	93,283	93,000	95,000	2,000
Parmenter	151,013	174,967	175,000	180,000	5,000
Crosby	113,326	130,046	132,000	135,000	3,000
Gibbs	387,951	271,934	272,000	275,000	3,000
Mt. Gilboa	18,000	17,924	18,000	18,000	-
Dallin Library	45,116	45,116	45,000	45,000	-
Total	791,044	733,270	735,000	748,000	13,000

**OTHER LOCAL RECEIPTS**

Other local receipts are projected to decrease \$258,000 due to the phaseout of the Medicare Part D reimbursement from the federal government.

In 2009 the Legislature gave the authority to Town Meeting to adopt optional increases to the meals and hotel taxes. At that time only the state collected revenue from the meals tax of 5%. Cities and towns were allowed to add an additional 0.75%. Also, the Town collected a room occupancy tax on hotels (there is only one hotel in Arlington) of 4% at that time. The state allowed cities and towns to increase that by 1% to a total of 5%. Both of these optional taxes were adopted by Town Meeting in the fall of 2010 to go into effect January 1, 2010. For communities that adopted these taxes with this effective date, they were allowed to estimate six months of collections in FY2010, eleven months in FY2011, and a full twelve months thereafter. For both FY2012 and FY2013, the total estimated collections for both taxes is \$550,000.

The other major category of receipts is the Medicare Part D reimbursement. This is a reimbursement by the federal government due to the fact that Arlington, like most cities and towns, offers qualifying prescription drug coverage under its healthcare plan for retirees. The reimbursement program is being phased out by the federal government. In FY2012 reimbursements are expected to drop to \$300,000. In FY2013, the final year, the amount is expected to drop to \$42,000. Were the program to continue, the state's Group Insurance Commission would become the beneficiary of the reimbursement in the future.

Court fines, primarily for moving violations, are projected to remain level at \$60,000.

OTHER LOCAL RECEIPTS	FY2010 Actual	FY2011 Actual	FY2012 Budget	FY2013 Budget	Budget Change
Meals Tax	81,096	292,732	300,000	300,000	-
Hotel Tax	165,114	240,164	250,000	250,000	-
Court Fines	46,800	59,965	60,000	60,000	-
Medicare Part D Reimbursement	362,941	381,361	300,000	42,000	(258,000)
Special Assessments	1,410	-	-	-	-
Payments In Lieu of Taxes	6,971	-	-	-	-
Total	664,332	974,222	910,000	652,000	(258,000)

**STATE AID SUMMARY**

In January, Governor Patrick proposed a \$145 million increase in Chapter 70 School Aid and level-funding for General Government Aid. Based upon the Governor's proposed budget, state aid is projected to increase \$1,097,436, or 6.9%. Because Arlington's foundation budget is increasing 5% and it has reached its maximum required municipal contribution, under the Chapter 70 formula the State picks up the difference between Arlington's required maximum municipal contribution and its foundation budget. This required the unusually large increase of \$1,222,363 in Chapter 70 school aid. Overall FY2013 state aid, as proposed by the Governor, will increase \$1,097,436 to a total of \$17,049,264. This total is inclusive of \$2,474,796 in school construction aid.

In FY2013 Unrestricted General Government Aid (UGGA) is expected to remain level at \$5,952,940. In FY2012 this aid was cut \$463,969 for Arlington and by \$65 million statewide. The Legislature and Governor agreed that if there were sufficient surplus funds left over at year end from the FY2011 state budgets, that they would restore the \$65 million cut by making a supplemental payment at the end of October 2011. While that supplemental payment of \$463,969 was made to Arlington this past October, it could not be counted on when determining budgets last spring. This extra one-time payment is available for appropriation in FY2012 or otherwise will flow to free cash. The Governor has proposed the same arrangement for FY2013. If there is a sufficient surplus at the end of FY2012, they will make this same \$463,969 payment in October 2012. Unfortunately we can not count on it at this time. We are urging the Governor and Legislature to commit to this additional amount without any contingencies.

Exclusive of school construction aid, Arlington's projected state aid for FY2013 is less in real dollars than it received in FY1988 some 25 years ago (see Chart on p. II-16). During this period Arlington has seen its share of total state aid cut in half (see chart on p. II-17). Just since FY2002 Arlington's total state aid has decreased by 22%, losing over \$4 million. A look at the cumulative year-to-year increases and decreases since FY2002 (see Chart on p. II-18) also shows how Arlington has been disproportionately cut. Since FY2002 local aid for all municipalities initially dropped by approximately 8%, rebounded through FY2009 to a 20% increase, and in FY2013 ends in a cumulative increase of 9%. Arlington, on the other hand, has never experienced an increase above FY2002. In fact, in FY2006, Arlington was 15% below FY2002, while the average of all municipalities saw a slight increase. In FY2013 the cumulative year-to-year change since FY2002 is a decrease of 14%.

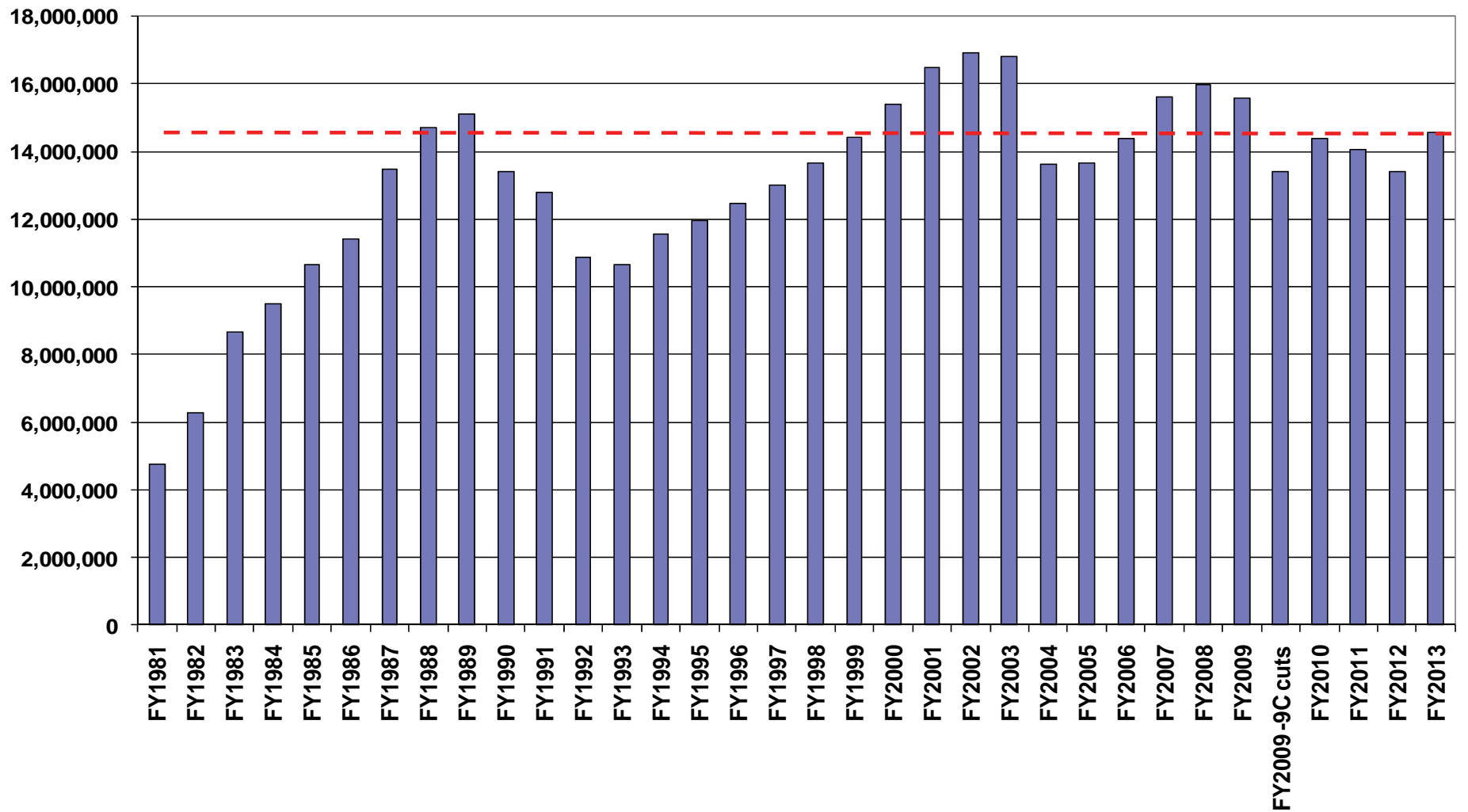
Over the last several years, the distribution formulas used for the cutbacks in state aid—and the subsequent restoration of those cuts—have not been implemented fairly, nor have they recognized the needs of communities like Arlington. The policy has essentially been this: communities with relatively high median income levels and high property values are assumed to have a greater ability to raise revenue locally, and therefore, have less of a need for state aid. The problem is that communities don't have the ability to tax incomes (the state takes all income tax). The only source of revenue available to communities is the property tax, a regressive tax that hurts elderly and lower income residents disproportionately. Without a fair share of state aid, communities like Arlington are faced with the difficult choice of either raising property taxes through overrides, or cutting needed services.

STATE AID SUMMARY	FY2010 Actual	FY2011 Actual	FY2012 Budget	FY2013 Budget	Budget Change
Gen Government Aid	6,920,966	6,663,827	6,157,622	6,185,516	27,894
School Aid	7,213,495	7,153,462	7,012,560	8,149,662	1,137,102
School Construction	2,531,085	2,531,085	2,531,085	2,474,796	(56,289)
Tax Exemptions	187,014	190,609	188,476	178,152	(10,324)
Cherry Sheet Offsets	61,490	58,547	62,085	61,138	(947)
Total	16,914,050	16,597,530	15,951,828	17,049,264	1,097,436



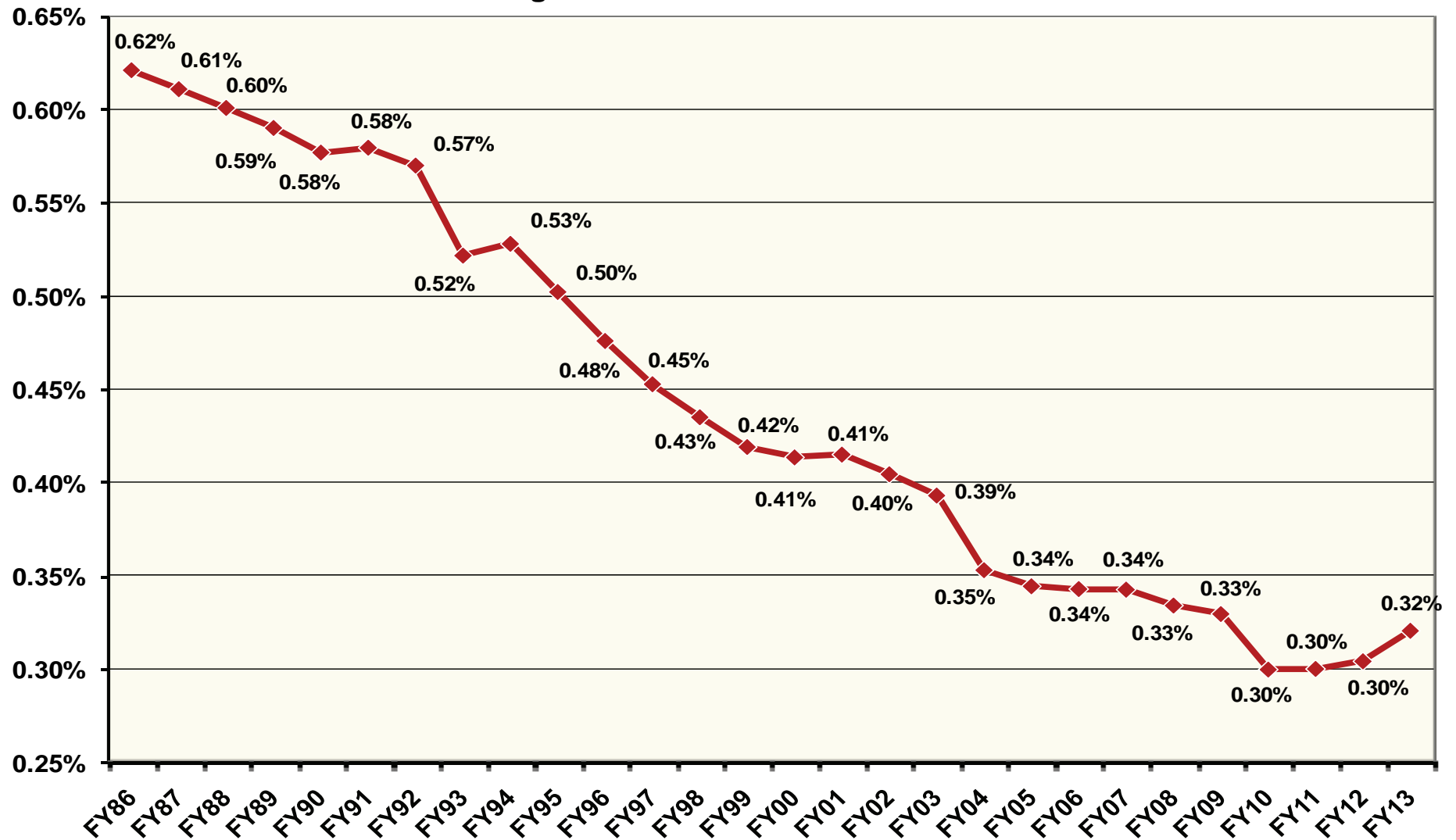
STATE AID RECEIPTS

(Numbers exclude School Construction and METCO reimbursements)





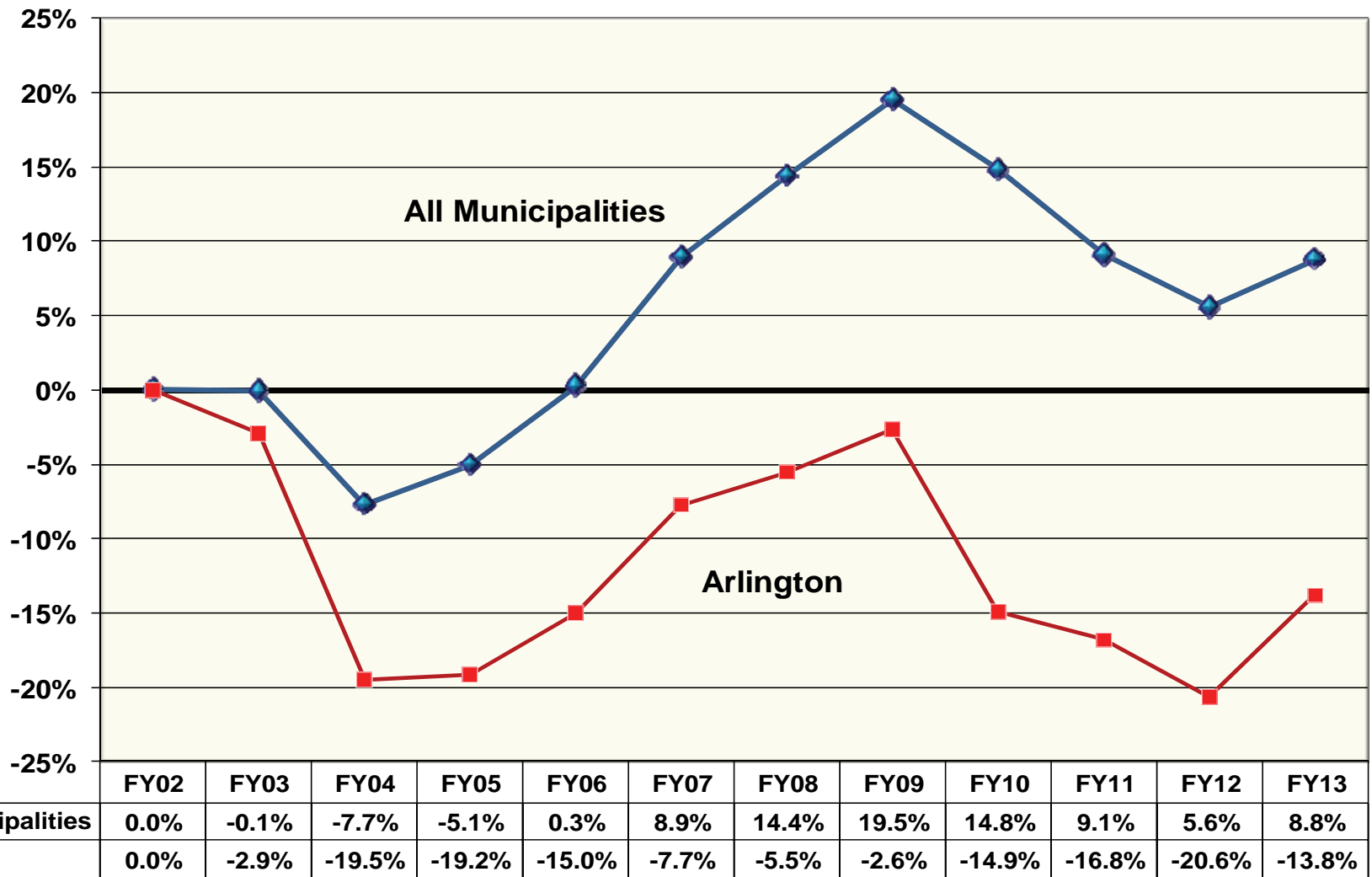
Arlington's Percent of Total State Aid





State Aid Cumulative Year-to-Year Percent Change Since Fiscal Year 2002

(Numbers Exclude School Construction and METCO Reimbursements)



**GENERAL GOVERNMENT*****Unrestricted General Government Aid (UGGA)***

In FY2013 UGGA is expected to remain level at \$5,952,940. In FY2012 this aid was cut \$463,969 for Arlington and by \$65 million statewide. The Legislature and Governor agreed that if there were sufficient surplus funds left over at year end from the FY2011 state budgets, that they would restore the \$65 million cut by making a supplemental payment at the end of October 2011. While that supplemental payment of \$463,969 was made to Arlington this past October, it could not be counted on when determining budgets last spring. This extra one-time payment is available for appropriation in FY2012 or otherwise will flow to free cash. The Governor has proposed the same arrangement for FY2013. If there is a sufficient surplus at the end of FY2012, they will make this same \$463,969 payment in October 2012. Unfortunately we can not count on it at this time. We are urging the Governor and Legislature to commit to this additional amount without any contingencies.

As historical background, in FY2010, the Additional Assistance category was combined with Lottery Aid under a new category called Unrestricted General Government Aid. Between these two aid categories, Arlington received in excess of \$9.4 million in FY2008. In FY2012 this dropped to just over \$5.9 million, or a reduction of \$3.5 million since FY2008. Additional assistance was distributed through a needs based formula to 159 of the neediest communities. Unfortunately, this was an aid category that has been targeted for reductions in recent years. Arlington relies heavily on this aid category and its reduction has led to the overall state aid allocation to the Town being cut disproportionately.

GENERAL GOVERNMENT	FY2010 Actual	FY2011 Actual	FY2012 Budget	FY2013 Budget	Budget Change
Unrestricted General Government Aid	6,684,280	6,416,909	5,952,940	5,952,940	-
Veterans' Benefits	187,680	221,266	204,682	232,576	27,894
Police Career Incentive	49,006	25,652	-	-	-
Total	6,920,966	6,663,827	6,157,622	6,185,516	27,894

***VETERANS' BENEFITS***

Chapter 115, Section 6, calls for the reimbursement to cities and towns of the costs of providing assistance to veterans and their dependents. Benefits paid out in accordance with state guidelines are eligible for 75% reimbursement. For FY2013 the preliminary cherry sheet estimate is \$232,576, an increase of \$27,894. The increase reflects an increase in the number of veterans receiving some form of government assistance.

POLICE CAREER INCENTIVE REIMBURSEMENT (QUINN BILL)

In FY2010 this reimbursement program was all but eliminated. Arlington's reimbursement dropped from \$320,199 to \$49,006. In FY2012 funding was eliminated and no funding is expected for FY2013.

The purpose of this program was to encourage police officers, in participating municipalities, to earn degrees in law enforcement and criminal justice, and to provide educational incentives through salary increases. The State administers this optional education incentive program. The Massachusetts Board of Higher Education annually certifies police officers for Associate's, Bachelor's, or Master's degrees. Such officers are eligible to receive 10%, 20%, or 25% base salary pay increases. The participating municipalities pay each officer 100% of Incentive Pay each year the officer remains on the force, and subsequently the State will reimburse a proportion of these expenses as an incentive for communities to accept the commitment to participate in this program. The enabling legislation specified that reimbursement should equal 50% of the added annual salary costs (based on the incremental increase in the salaries of the officers that have attained degrees) incurred by participating police departments.

Unfortunately, the State reneged on its funding commitment, providing no recourse for municipalities to reduce the benefits and costs accordingly. This incentive pay has been part of the officers' base pay, so even if a municipality could have cut the payments, it would have been left in the untenable position of having to cut the base pay of its officers. A more reasonable approach would have been to freeze the payments and grandfather the officers currently in the program. The Legislature did at least change the law so that no new officers can participate in the program.

**SCHOOL AID*****SCHOOL AID - CHAPTER 70***

Total statewide funding, exclusive of regional schools, is \$3.36 billion, an increase of \$114 million, or 3.5%. Of this amount, Arlington will receive \$8,102,943, an increase of \$1,222,363, or 17.8%. The distribution formula calculates a foundation budget for each school district and then funds a percentage of the budget depending upon a number of factors, including community income levels, property wealth, and municipal contributions to the school budget. For those communities determined to be relatively wealthy, the State will fund a maximum 17.5% of the school district's foundation budget. Arlington is one of 108 communities that fall within this category. Communities that are relatively poor receive significantly more than the 17.5% minimum. The maximum target is 85% with an average statewide target of approximately 60%. For FY2013, because Arlington's foundation budget is increasing 5% and it has reached its maximum required municipal contribution, the State picks up the difference between the maximum required municipal contribution and the foundation budget. That difference under the Chapter 70 formula required the unusually large increase of \$1,222,363 to Arlington.

CHARTER SCHOOL TUITION ASSESSMENT REIMBURSEMENT

General Laws Chapter 71, Section 89 (nn) mandates that the State assess a municipality or regional school district for the costs associated with pupils attending a Charter School district and reimburse sending districts for the tuition they pay to Commonwealth charter schools. Municipalities and school districts are reimbursed for this assessment based on the following schedule: in year one, an amount equal to 100% of the assessment; in year two, an amount equal to 60% of the assessment; in year three, an amount equal to 40% of the assessment; after year three, no reimbursement. This reimbursement is, of course, subject to appropriation. If the account is not fully-funded, then the reimbursement is pro-rated. Based on the preliminary cherry sheets, the Town will receive \$46,719, a decrease of \$85,261. This decreased amount reflects an underfunding of the program by the state and a decrease in Arlington students participating in charter schools.

ARRA FUNDS - American Recovery and Reinvestment Act

Over the course of FY2010 and FY2011, the state utilized ARRA funding to supplement education funding on the local level. This took the form of Federal Stimulus IDEA funds, as well as State Fiscal Stabilization Funds. While the Town received \$1,081,232 in FY2010, in FY2011, Arlington received \$129,741 in State Fiscal Stabilization funds, as well as \$359,964 in IDEA funds, for a total of only \$489,705. This funding ended at that time so no funds are available in FY2012 and FY2013.

SCHOOL AID	FY2010 Actual	FY2011 Actual	FY2012 Budget	FY2013 Budget	Budget Change
Chapter 70 School Aid	6,104,708	6,632,057	6,880,580	8,102,943	1,222,363
Charter School Tuition Reimbursement	27,555	31,700	131,980	46,719	(85,261)
Federal Stimulus Funds (IDEA)	1,081,232	489,705	-	-	-
Total	7,213,495	7,153,462	7,012,560	8,149,662	1,137,102

**SCHOOL CONSTRUCTION AID**

In July of 2004, the Governor signed Chapter 208 and Chapter 210 of the Acts of 2004 into law, which makes substantial changes to the School Building Assistance (SBA) Program. This legislation (Ch 208) transfers responsibility for the School Building Assistance Program from the Department of Education to the Massachusetts School Building Authority (MSBA), under the Office of the State Treasurer. The authority is a new and independent governing body comprised of seven members.

The reform legislation (Ch.210) dedicates one cent of the state sales tax to the new off-budget school building trust. This amounted to \$655 million in 2011. Funding is no longer subject to an annual appropriation from the Legislature and approval of the Governor.

The MSBA funding commitments include \$11 billion for 1,156 projects authorized under the former SBA program, including \$5.1 billion for 728 prior grant projects that were already receiving funding (90% of this liability has been retired), and \$5.5 million for 423 projects on a wait list (53% of this liability has been retired). The remaining limited resources are being used to fund new projects. MSBA is projecting to spend \$2.5 billion through 2015 for new projects. Reimbursement rates are based on community factors and incentive points. The base percentage is 31%.

When the moratorium on new projects was lifted in July 1, 2007, the MSBA received 423 Statements of Interests from 163 school districts for various projects. Arlington submitted three projects: Thompson, Stratton and the High School. Only Thompson was approved. Construction on a new Thompson School is underway and is expected to be completed for the start of the school year in 2013. Under the MSBA's Green Repair Program, the Town received a grant of approximately \$700,000 as reimbursement for the \$2.6 million the Town has spent on renovations and improvements to Stratton School.

The school construction aid the Town currently receives is for projects completed under the old SBA program. The amount is expected to decrease to \$2,474,796, due to bond refinancing. The projects and their funding are as follows:

Peirce	\$ 476,545
Ottoson	858,859
Brackett	347,518
Bishop	322,764
Hardy	469,110
Total	\$2,474,796

SCHOOL AID	FY2010 Actual	FY2011 Actual	FY2012 Budget	FY2013 Budget	Budget Change
School Construction Aid	2,531,085	2,531,085	2,531,085	2,474,796	(56,289)

**TAX EXEMPTION AID**

There are several categories of property tax exemptions for which the State provides a partial reimbursement to municipalities. For FY2013, the state has reduced its funding so Arlington's reimbursements are expected to decrease by \$10,324 to a total of \$178,152. Veterans, blind persons, surviving spouses, and elderly who meet exemption requirements are eligible. Elderly persons (at least 65 years of age) who meet certain whole estate or total assets, annual income, and residency requirements, are eligible for an exemption. The number of exemptions granted is multiplied by the statutory reimbursement of \$500, subject to appropriation. However, if a municipality has adopted Clause 41B or 41C, (Arlington has adopted this section which increases exemption amount to \$1,300) the number of exemptions for which it is reimbursed cannot exceed the number reimbursed in the most recent year under Clause 41. In addition, municipalities that have adopted Clause 41B or 41C will be reimbursed for additional costs incurred in determining eligibility of applicants under these clauses in an amount not to exceed two dollars per exemption granted. For property tax exemptions granted to qualifying veterans, blind persons, surviving spouses, and elderly persons, the exemption and reimbursement amounts are as follows:

- Surviving spouses, minor children, elderly persons:
 - Clause 17 - \$175, full reimbursement
 - Clauses 17C, 17C^{1/2}, 17D - \$227.50, reimbursement cannot exceed the amount reimbursed on Clause 17.
- Veterans:
 - Clause 22(a-f) - \$520 exempted, \$225 reimbursed
- Paraplegic veterans, surviving spouses:
 - Full amount, 100% minus \$175 reimbursed (\$8A)
- Veterans, loss of one arm, foot, or eye:
 - Clause 22A - \$975 exempted, \$575 reimbursed
- Veterans, loss of two arms, two feet, one arm and one leg, or loss of sight:
 - Clause 22B - \$1,625 exempted, \$1,075 reimbursed
- Veterans, special adapted housing:
 - Clause 22C - \$1,950 exempted, \$1,325 reimbursed
- Veterans, surviving spouses of service members who died in combat zone or who are missing in action and presumed dead due to combat:
 - Clause 22D - 100% exempted- 1st five years of exemption, \$2,500 thereafter
- Veterans, 100 percent disability:
 - Clause 22E - \$1,300 exempted, \$825 reimbursed
- Blind persons:
 - Clause 37A - \$650 exempted, \$87.50 reimbursed

TAX EXEMPTION AID	FY2010 Actual	FY2011 Actual	FY2012 Budget	FY2013 Budget	Budget Change
Tax Exemption Aid	187,014	190,609	188,476	178,152	(10,324)

**CHERRY SHEET OFFSETS**

Included in the estimated amount of aid to be received from the State are grant funds for the schools and libraries. These grants are reserved for direct expenditure by the departments and cannot be counted as general available revenues. Consequently, as part of the tax rate preparation process, whatever amount is included within the State Aid estimate is also included in the non-appropriated expense section as offsetting debits.

The Town receives two such annual grants—one for the school lunch and one for public libraries. The school lunch is actually a partial reimbursement for operating a school lunch program. This is expected to decrease \$516 to a total of \$19,029. The library grant is expected to decrease slightly to \$42,109.

The library grant is actually three separate grants—the Library Incentive Grant (LIG), Municipal Equalization Grant (MEG) and the Nonresident Circulation Offset (NRC). The three funding formulas to determine amounts for each municipality are as follows:

1. The Library Incentive Grant (LIG) is distributed to municipalities as follows:
 - a. Population under 2,500: an amount equal to the amount appropriated for free public library service in the preceding year; distribution not to exceed \$1,250.
 - b. Population of 2,500 or over: up to \$.50 per capita, provided that at least \$1,250 was appropriated for public library service in the preceding year.
2. The Municipal Equalization Grant (MEG) distributes the balance in the LIG/MEG account according to the lottery formula so that municipalities with lower property values receive proportionately more aid than those with greater property values.
3. The Nonresident Circulation Offset (NRC) is distributed annually by the Board of Library Commissioners, based upon each community's share of the total Statewide-circulated items.

The Board of Library Commissioners measures compliance with all requirements before voting to certify or deny applicants for grant payments. To qualify for funding, certain requirements must be met and the municipal Library Director must submit an application to the Board of Library Commissioners each year. Requirements include:

- The city or town's appropriation to operate the public libraries must be equal to or greater than 102.5% of the average of the 3 preceding years' appropriations for free public library service. The Board of Library Commissioners may grant waivers of this requirement to a limited number of municipalities.
- The library must have complied with the minimum standards for free public library service in the preceding year. There are minimum standards in such areas as library director's education, number of hours open, and expenditures for library materials. The library must submit annual report data as specified by the Board of Library Commissioners.

Due to the economic crisis and cutbacks in local aid, the State is being more liberal in allowing waivers to the municipal spending requirements.

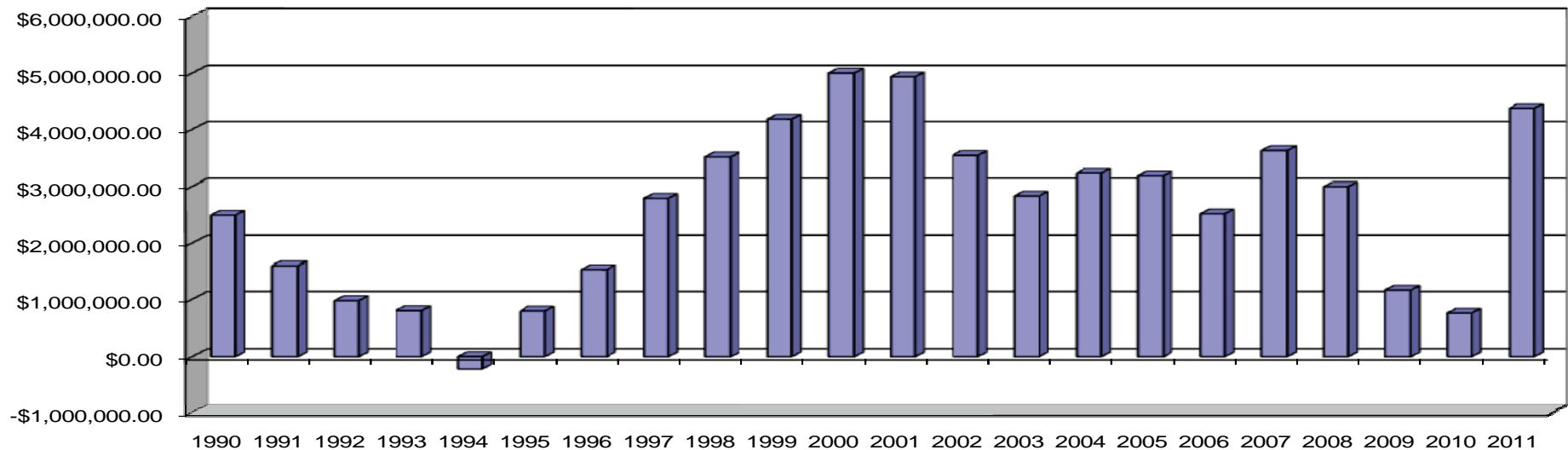
CHERRY SHEET OFFSETS	FY2010 Actual	FY2011 Actual	FY2012 Budget	FY2013 Budget	Budget Change
Lunch Programs (Schools)	20,783	16,604	19,545	19,029	(516)
Libraries	40,707	41,943	42,540	42,109	(431)
Total	61,490	58,547	62,085	61,138	(947)

**FREE CASH**

Free Cash, which is certified as of July 1 each year by the Commonwealth's Department of Revenue (DOR), represents the portion of General Fund surplus revenue that is unrestricted and available for appropriation. These funds, once certified, may be used to support supplemental appropriations during the year, to support the ensuing fiscal year's budget, to reduce the tax levy, or to serve as emergency reserves. Free Cash is generated when the actual operating results compare favorably with the budget, such as when actual revenues exceed the original estimates and/ or when actual expenditures are less than appropriated. It is also affected by increases or decreases in uncollected property taxes, non- General Fund deficit balances, and any other legally incurred operating deficits, such as snow removal overdrafts.

Because the FY2010 school deficit of \$1,525,021 was subtracted from the June 30, 2010 free cash balance, the available general fund free cash balance was only \$770,498. This amount gets added to the following year balance helping to increase the June 30, 2011 balance to \$4,378,542. It is recommended that \$600,000 be appropriated towards the FY2013 budget leaving a balance of \$3,778,542.

**Certified Free Cash History
(July 1)**



FREE CASH	FY2010 Actual	FY2011 Actual	FY2012 Budget	FY2013 Budget	Budget Change
Free Cash Appropriated	1,497,907	582,051	481,456	600,000	118,544

**OTHER REVENUE**

The Other Revenue category includes Tax Abatement Overlay Reserve Surplus Funds and Override Stabilization Funds. In FY2013 the only amount available is \$200,000 from the Tax Abatement Overlay Reserve Surplus Funds. No funds will be withdrawn from the Override Stabilization Fund.

Overlay Surplus

The Tax Abatement Overlay Reserve Surplus comes from funds set aside each year for property tax abatements and exemptions. Any funds remaining in the accounts that are no longer needed are declared surplus by the Board of Assessors and are made available for appropriation. Currently, the prior year surpluses amount to only \$200,000.

Override Stabilization Fund

The Override Stabilization Fund was created as a result of the 2005 Proposition 2 ½ Override. The five year plan developed at that time projected that the first two years would have surplus funds to be put in an Override Stabilization Fund, the third year there would be no surplus, and the last two years the surplus funds would be drawn down to balance the budget. As a result of tight budget controls, there was no need to make any drawdown from the fund until the fifth year, FY2010. In that year, \$2,742,376 was appropriated or withdrawn. The remaining balance in the fund, which was \$1,580,000, was appropriated in FY2011, the sixth year. With the Override of 2011, \$3,401,602 was put into the Fund. Additional funds will be appropriated into the Fund in FY2013. It is expected that no drawdown will be necessary until at least FY2015.

OTHER REVENUE	FY2010 Actual	FY2011 Actual	FY2012 Budget	FY2013 Budget	Budget Change
Overlay Surplus	500,000	500,000	200,000	200,000	-
Override Stabilization Fund	2,742,376	1,580,000	-	-	-
Total	3,242,376	2,080,000	200,000	200,000	-



SECTION III

BUDGET SUMMARIES



Overall Budget Summary

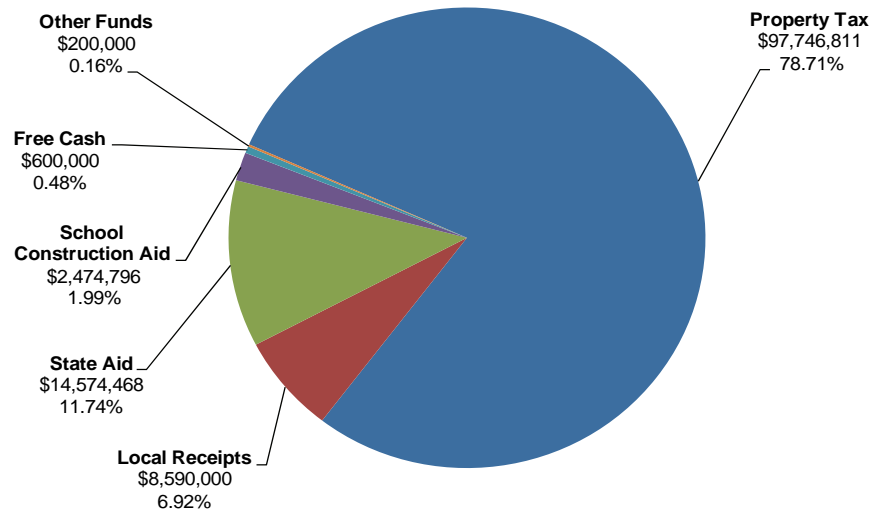
	FY2012	FY2013	Change	
			\$	%
Revenue				
Property Tax	\$ 95,002,494	\$ 97,746,811	\$ 2,744,317	2.9%
Local Receipts	\$ 8,910,000	\$ 8,590,000	\$ (320,000)	-3.6%
State Aid	\$ 13,420,743	\$ 14,574,468	\$ 1,153,725	8.6%
School Construction Aid	\$ 2,531,085	\$ 2,474,796	\$ (56,289)	-2.2%
Free Cash	\$ 481,456	\$ 600,000	\$ 118,544	24.6%
Other Funds	\$ 200,000	\$ 200,000	\$ 0	0.0%
TOTAL REVENUES	\$ 120,545,778	\$ 124,186,075	\$ 3,640,297	3.0%
Expenditures				
Municipal Departments	\$ 29,072,058	\$ 30,089,580	\$ 1,017,522	3.5%
School Department	\$ 42,681,436	\$ 44,642,598	\$ 1,961,162	4.6%
Minuteman School	\$ 2,352,988	\$ 3,087,595	\$ 734,607	31.2%
Non-Departmental (Healthcare & Pensions)	\$ 23,812,549	\$ 23,439,736	\$ (372,813)	-1.6%
Capital (Includes Debt Service)	\$ 8,844,825	\$ 9,156,250	\$ 311,425	3.5%
MWRA Debt Shift	\$ 5,593,112	\$ 5,593,112	\$ 0	0.0%
Warrant Articles	\$ 657,311	\$ 691,242	\$ 33,931	5.2%
Override Stabilization Fund Deposit	\$ 3,401,602	\$ 2,954,555	\$ (447,047)	-13.1%
TOTAL EXPENDITURES	\$ 116,415,881	\$ 119,654,668	\$ 3,238,787	2.8%
Non-Appropriated Expenses	\$ 4,129,897	\$ 4,531,407	\$ 401,510	9.7%
Surplus / (Deficit)	\$ 0	\$ 0	\$ 0	0.0%



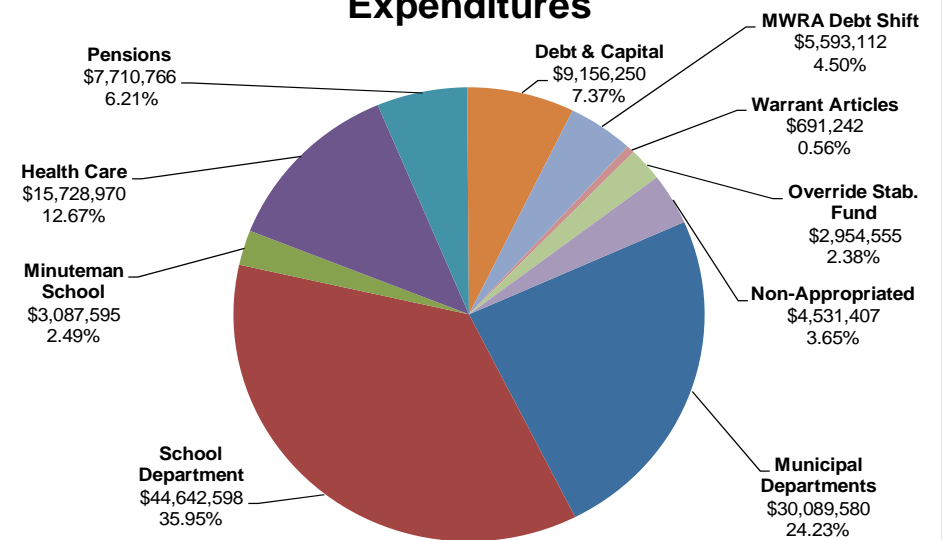
Fiscal Year 2013

Total \$124,186,075

Revenue



Expenditures



Fiscal Year 2013 Budget



Budget Summaries Comparison FY 2012- 2013

DEPARTMENT	Fiscal Year 2012				Fiscal Year 2013					
	PERSONAL SERVICES	EXPENSES	Enterprise Fund or other offsets	General Fund Total	PERSONAL SERVICES	EXPENSES	Enterprise Fund or other offsets	General Fund Total	Dollar Difference	Percent Difference
FIN COM	8,585	2,508		11,093	8,806	2,600		11,406	313	2.82%
SELECTMEN	242,878	128,630	(22,507)	349,001	266,924	165,350	(21,432)	410,842	61,841	17.72%
TOWN MANAGER	498,975	30,870	(98,729)	431,116	503,539	33,500	(97,604)	439,435	8,320	1.93%
PERSONNEL	269,126	36,450	(54,428)	251,148	230,208	36,450	(14,337)	252,321	1,174	0.47%
COMPTROLLER	339,298	107,542	(36,693)	410,147	341,343	107,075	(36,770)	411,648	1,501	0.37%
TREASURER	552,944	104,454	(70,411)	586,987	555,215	111,375	(69,673)	596,917	9,930	1.69%
POSTAGE	29,568	160,923	(32,783)	157,708	29,566	174,523	(32,792)	171,297	13,589	8.62%
ASSESSORS	266,415	28,900		295,315	232,296	28,900		261,196	(34,119)	-11.55%
INFO TECH	483,178	169,655	(114,953)	537,880	484,498	177,660	(115,263)	546,895	9,015	1.68%
LEGAL	385,016	138,351	(97,112)	426,255	386,014	138,350	(97,861)	426,503	248	0.06%
TOWN CLERK	204,199	27,600		231,799	210,457	27,600		238,057	6,258	2.70%
REGISTRARS	45,273	12,590		57,863	39,564	13,550		53,114	(4,749)	-8.21%
PARKING	79,815	28,935		108,750	80,015	28,935		108,950	200	0.18%
PLANNING & C. D.	302,163	25,070	(27,228)	300,005	388,437	16,200	(25,929)	378,708	78,703	26.23%
REDEVELOPMENT	56,614	240,235	(25,004)	271,845	56,614	246,310	(25,657)	277,267	5,422	1.99%
ZBA	13,981	4,103		18,084	13,981	4,100		18,081	(3)	-0.02%
PUBLIC WKS	3,422,554	5,501,838	(1,506,562)	7,417,830	3,455,681	5,475,516	(1,559,613)	7,371,584	(46,246)	-0.62%
COM SAFTY ADM	402,300	-		402,300	406,343			406,343	4,043	1.00%
POLICE	5,331,143	564,500	-	5,895,643	5,363,479	576,900	-	5,940,379	44,736	0.76%
FIRE	5,291,985	374,501	(131,415)	5,535,071	5,349,163	393,051	(131,415)	5,610,799	75,728	1.37%
SUPPORT	702,645	23,900		726,545	711,719	23,900		735,619	9,074	1.25%
INSPECTIONS	367,473	12,000		379,473	408,100	12,000		420,100	40,627	10.71%
STREET LIGHTS		406,593		406,593		316,700		316,700	(89,893)	-22.11%
LIBRARIES	1,447,609	532,870		1,980,479	1,457,221	588,680		2,045,901	65,422	3.30%
HUMAN SERVICES				-				-	-	
Council on Aging	181,654	4,414		186,068	182,730	4,940		187,670	1,602	0.86%
Veterans' Services	59,717	271,339		331,056	60,353	279,339		339,692	8,636	2.61%
Health & Human Serv.	281,448	23,872		305,320	287,166	24,990		312,156	6,836	2.24%
Youth Services		120,000		120,000		120,000	-	120,000	-	0.00%
RESERVE FUND		620,000		620,000		620,000		620,000	-	0.00%
COA Trans. Subsidy		30,000		30,000		30,000		30,000		
Collective Bargaining	290,685			290,685	1,030,000			1,030,000	739,315	
MUNICIPAL DEPTS.	21,557,241	9,732,642	(2,217,825)	29,072,058	22,539,432	9,778,494	(2,228,346)	30,089,580	1,017,522	3.50%
EDUCATION	42,681,436			42,681,436	44,642,598			44,642,598	1,961,162	4.59%
N.C. Pensions		110,572		110,572		107,123		107,123	(3,449)	-3.12%
C. Pensions		8,067,526	(848,658)	7,218,868		8,504,185	(900,542)	7,603,643	384,775	5.33%
Insurance		17,820,400	(1,337,291)	16,483,109		16,570,091	(841,121)	15,728,970	(754,139)	-4.58%
GRAND TOTAL	64,238,677	35,731,141	(4,403,774)	95,566,044	67,182,030	34,959,893	(3,970,009)	98,171,914	2,605,870	2.73%



SUMMARY OF 2013 INCREASES/DECREASES		
DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Finance Committee	\$ 313 2.82%	\$ 221 Personnel Fixed Costs \$ 92 Printing Costs
Selectmen	\$ 61,841 17.72%	\$ 3,393 Personnel Fixed Costs \$ 56,548 Increase in Elections \$ 1,300 Printing Town Reports Increase (Annual Report, PAFR) \$ 600 Miscellaneous Expenses
Town Manager	\$ 8,320 1.93%	\$ 3,425 Personnel Fixed Costs \$ 2,264 Increase in Management Intern Hours \$ 1,500 Increase in Out of State Travel Funding to FY 11 Level \$ 1,130 Increase in Website Support Funding
Personnel	\$ 1,174 0.47%	\$ (30,725) Elimination of Funding for School HR Officer (Moved to School Budget) \$ (8,193) Personnel Fixed Costs \$ 40,091 Elimination of Offset from Health Care Appropriation
Comptroller	\$ 1,501 0.37%	\$ 1,968 Personnel Fixed Costs \$ (467) Miscellaneous Expenses
Treasurer-Collector	\$ 9,930 1.69%	\$ 3,009 Personnel Fixed Costs \$ 6,921 Miscellaneous Expenses
Postage	\$ 13,589 8.62%	\$ (2) Personnel Fixed Costs \$ 13,591 Postage Increase Based Upon Bulk Mail Acceptance Changes at USPS
Board of Assessors	\$ (34,119) -11.55%	\$ (15,018) Elimination of PT Clerk \$ (19,101) Personnel Fixed Costs
Information Technology	\$ 9,015 1.68%	\$ 1,010 Personnel Fixed Costs \$ 8,005 Increase in Expenses for GIS Software Support & MS Office Training



SUMMARY OF 2013 INCREASES/DECREASES		
DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Legal	\$ 248 0.06%	
	\$ (1) Miscellaneous Expenses	
	\$ 249 Personnel Fixed Costs	
Town Clerk	\$ 6,258 2.70%	
	\$ 4,788 Addition of PT Registrar of Voters	
	\$ 1,470 Personnel Fixed Costs	
Registrars	\$ (4,749) -8.21%	
	\$ (5,709) Personnel Fixed Costs	
	\$ 960 Miscellaneous Expenses	
Parking	\$ 200 0.18%	
	\$ 200 Personnel Fixed Costs	
Planning & Comm. Development	\$ 78,703 26.23%	
	\$ 1,299 Personnel Fixed Costs	
	\$ 17,825 Increase in General Fund Portion of Dir. Of Housing & Disability Salary	
	\$ 44,162 Increase in General Fund Portion of Senior Planner Salary	
	\$ 24,285 Expansion of Hours for Planning Assistant to Manage Town Owned Buildings	
	\$ (8,870) Move Consulting Expenses to Salary for Above Planning Asst. Position	
Redevelopment Board	\$ 5,422 1.99%	
	\$ (653) Personnel Fixed Costs	
	\$ 5,025 Gibbs Maintenance and Energy Increases	
	\$ 1,050 Miscellaneous Expenses	
Zoning Board of Appeals	\$ (3) -0.02%	
	\$ (3) Miscellaneous Expenses	
Public Works	\$ (46,246) -0.62%	
	\$ (72,581) Personnel Fixed Costs (Due to Increases in Water/Sewer Offsets)	
	\$ 11,849 Miscellaneous Expenses	
	\$ (9,000) Heating Fuel	
	\$ 11,400 Electricity	
	\$ 25,410 Proposed PT Energy Efficiency Manager	
	\$ (22,753) Offset from Recycling Revolving Fund for Recycling Coordinator	
	\$ (12,792) Rubbish Disposal (\$50K reduction in Tip Fee Stab. Fund Usage/\$68K decrease in collection contract)	
	\$ 22,221 Snow and Ice Removal	
Street Lighting	\$ (89,893) -22.11%	
	\$ (12,893) Reduction in Fire Alarm System Maintenance Cost	
	\$ (77,000) Reduction in Electricity and Maint. Costs for Streetlights due to LED install	



SUMMARY OF 2013 INCREASES/DECREASES		
DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Community Safety Administration	\$ 4,043 1.00%	\$ 4,043 Personnel Fixed Costs
Police	\$ 44,736 0.76%	\$ 35,750 Addition of 2 PT Custodial Staff \$ (3,414) Personnel Fixed Costs \$ 10,000 Building Maintenance Costs \$ 2,400 Miscellaneous Expenses
Fire	\$ 75,728 1.37%	\$ 73,000 Funding of Previously Unfunded Accounts - Vacation and Personal Buyback \$ (15,822) Personnel Fixed Costs \$ 4,000 Heating Fuel \$ 14,550 Miscellaneous Expenses
Support Services	\$ 9,074 1.25%	\$ 9,074 Personnel Fixed Costs
Inspectional Services	\$ 40,627 10.71%	\$ 627 Personnel Fixed Costs \$ 40,000 Symmes Project Inspection Costs
Libraries	\$ 65,422 3.30%	\$ 9,612 Personnel Fixed Costs \$ 25,600 Increase Book and Supplies Budget \$ 10,000 Buliding Maintenance \$ 10,000 Electricity \$ (10,000) Heating Fuel \$ 20,210 Miscellaneous Expenses
Health and Human Services	\$ 6,836 2.24%	\$ 3,218 Personnel Fixed Costs \$ 2,500 Overtime \$ 1,118 Miscellaneous Expenses
Veterans' Services	\$ 8,636 2.61%	\$ 636 Personnel Fixed Costs \$ 8,000 Increase in Veterans' Benefits Funding
Council on Aging	\$ 1,602 0.86%	\$ 1,076 Personnel Fixed Costs \$ 526 Miscellaneous Expenses



SUMMARY OF 2013 INCREASES/DECREASES		
DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Youth Services	0 0.0%	
Collective Bargaining	\$ 739,315 254.34%	
Reserve Fund	\$0 0%	
Subtotal: Municipal Departments	1,017,522 3.50%	
Non-Contributory Retirement	\$ (3,449) -3.12%	
Contributory Retirement	\$ 384,775 5.33%	
Group Health Ins./ Life Ins./Medicare	\$ (660,689) -4.29%	
Liability Insurance	\$0 0%	
Unemployment Compensation	\$ (93,450) -32%	
Workers' Compensation	\$ - 0.00%	
Subtotal: Fixed Costs	\$ (372,813) 6.8%	
Total: Education	\$ 1,961,162 4.6%	
Grand Total	\$ 2,605,871 2.73%	



Personnel Changes FY 2003 - FY 2013

Department	FY03		FY04		FY05		FY 06		FY07		FY08		FY09		FY10		FY11		FY12		FY13		FY 12-13 FTE Change		FY 03-13 FTE Change	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT				
Finance Committee	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0.00	0%	0	0%
Board of Selectmen	3	0.18	3	0.18	3	0.18	3	0.18	3	0.25	3	0.25	3	0.50	3	0.50	3	0.50	3	0.50	3	0.50	0.00	0%	0	10%
Town Manager (Purchasing)	5	0.00	5	0.00	4	0.50	4	0.50	4	1.00	4	1.00	4	1.00	4	1.00	4	0.98	4	1.20	4	1.20	0.22	4%	0	4%
Personnel	3	0.00	3	0.00	3	0.00	3	0.00	3	0.00	4	0.00	4	0.00	3	0.54	3	0.00	3	1.00	3	0.54	-0.46	-12%	1	18%
Information Technology	6	0.50	6	0.50	5	0.50	6	0.50	6	0.50	5	0.50	5	0.50	5	0.50	5	1.00	5	1.00	5	1.00	0.00	0%	-1	-8%
Comptroller	7	2.06	6	1.70	5	1.70	5	1.10	5	1.10	4	1.80	4	1.80	4	1.80	4	1.80	4	1.80	4	1.80	0.00	0%	-3	-36%
Treasurer/Collector	10	1.26	10	1.26	10	1.26	10	1.26	8	2.10	8	2.10	8	2.10	9	0.86	9	0.86	9	0.86	9	0.86	0.00	0%	-1	-12%
Postage	0	0.57	0	0.57	0	0.57	0	0.60	0	0.70	0	0.70	0	0.70	0	0.70	0	0.70	0	0.70	0	0.70	0.00	0%	0	23%
Assessors	5	0.00	5	0.00	5	0.00	4	0.70	4	0.70	4	0.70	4	0.46	4	0.46	4	0.46	4	0.46	4	0.00	-0.46	-10%	-1	-20%
Legal (Workers' Comp)	4	0.54	4	0.54	4	0.54	4	0.54	4	0.50	4	0.50	4	0.50	4	0.50	4	0.54	4	0.54	4	0.54	0.00	0%	0	0%
Town Clerk	4	0.52	4	0.52	4	0.45	4	0.45	4	0.45	4	0.45	4	0.45	4	0.45	4	0.45	4	0.00	4	0.23	0.23	6%	0	-6%
Parking	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	0.00	0%	0	0%
Board of Registrars	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.54	1	0.00	1	0.00	1	0.00	1	0.00	0.00	0%	0	0%
Planning & Comm Development	5	0.34	5	0.34	5	0.46	5	0.46	4	0.95	4	0.95	4	0.95	4	0.95	4	0.75	5	1.32	5	1.32	0.00	0%	1	18%
Redevelopment Board	1	0.00	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0.00	0%	-1	-50%
Zoning Board	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0	0.46	0	0.46	0.00	0%	0	-8%
Public Works	84	2.00	75	1.00	71	0.62	71	0.62	71	0.62	71	0.62	65	0.62	65	0.62	62	0.62	60	1.13	59	1.13	-1.00	-2%	-26	-30%
Admin	9	0.00	8	0.00	7	0.00	7	0.00	7	0.00	7	0.00	7	0.00	7	0.00	7	0.00	6	0.50	6	0.50	0.00	0%	-3	-28%
Engineering	6	0.25	4	1.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	0.00	0%	-2	-36%
Natural Resources, Properties	22	0.00	19	0.00	20	0.00	20	0.00	20	0.00	20	0.00	19	0.00	19	0.00	17	0.00	18	0.00	18	0.00	0.00	0%	-4	-18%
Highways	35	0.00	33	0.00	30	0.00	30	0.00	30	0.00	30	0.00	30	0.00	30	0.00	29	0.00	29	0.00	28	0.00	-1.00	-3%	-7	-20%
Cemeteries	12	0.00	11	0.00	10	0.62	10	0.62	10	0.62	10	0.62	5	0.62	5	0.62	5	0.62	3	0.63	3	0.63	0.00	0%	-8	-70%
Community Safety -- Admin	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	0.00	0%	0	0%
Police	68	0.00	61	0.00	61	0.00	62	0.00	62	0.00	63	0.00	64	0.00	64	0.00	63	0.00	65	0.00	65	0.00	0.00	0%	-3	-4%
Other	3	2.21	2	2.21	2	2.21	2	2.71	2	2.81	2	2.81	2	2.96	2	2.96	2	2.96	1	3.51	3	2.81	1.30	29%	1	11%
Fire	85	0.00	76	0.00	76	0.00	76	0.00	76	0.00	76	0.00	76	0.00	76	0.00	75	0.00	76	0.00	76	0.00	0.00	0%	-9	-11%
Support	15	0.00	12	0.00	12	0.00	12	0.00	12	0.00	12	0.00	12	0.00	12	0.00	12	0.00	12	0.00	12	0.00	0.00	0%	-3	-20%
Inspections	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	0.00	0%	0	0%
Libraries	22	15.00	21	10.60	22	9.60	21	11.3	21	11.3	21	11.3	21	11.3	21	11.3	20	11.30	20	11.30	20	11.30	0.00	0%	-6	-15%
Health and Human Services	9	1.54	6	2.77	7	2.27	7	2.34	7	2.33	5	2.70	5	2.75	5	3.00	5	3.40	5	3.40	5	3.25	-0.15	-2%	-2	-22%
Enterprise Funds																										
Water & Sewer	17	1.00	16	0.00	15	0.00	16	0.00	16	0.00	16	0.00	16	0.00	16	0.00	16	0.50	16.00	0.50	16.00	0.50	0.00	0%	-2	-8%
Arlington Recreation	4	0.00	4	0.00	5	0.00	5	0.00	2	2.30	2	1.25	2	1.25	1	2.25	1	2.25	2.00	1.02	2.00	1.02	0.00	0%	-1	-25%
Vet Mem Rink	2	0.00	2	0.00	2	0.00	2	0.00	2	1.70	1	1.75	1	1.75	1	2.00	1	2.00	2.00	1.27	2.00	1.12	-0.15	-5%	1	56%
Council on Aging Trans.	1	0.69	1	0.69	1	1.26	1	1.26	1	1.30	1	1.30	1	0.55	1	0.55	1	0.10	1.00	0.54	1.00	0.54	0.00	0%	0	-9%
Youth Services	3	2.05	0	3.09	0	3.56	0	3.93	3	5.75	3	5.75	3	4.17	1	2.47	0	1.47	2.00	1.48	2.00	1.48	0.00	0%	-2	-31%
Total	378	29.42	339	27.17	334	26.89	335	29.65	332	37.57	329	37.64	324	36.05	321	34.61	314	33.82	319	34.47	320	33.00	-0.47	0%	-54	-13%



SECTION IV

BUDGETS



GENERAL GOVERNMENT

FINANCE COMMITTEE • RESERVE FUND •
BOARD OF SELECTMEN • TOWN MANAGER •
PERSONNEL • COMPTROLLER • TREASURER

POSTAGE • ASSESSORS • INFORMATION
TECHNOLOGY • LEGAL • TOWN
CLERK • BOARD OF REGISTRARS •
PARKING

PLANNING & COMMUNITY DEVELOPMENT •
REDEVELOPMENT BOARD •
ZONING BOARD OF APPEALS



Program Description

The Finance Committee comprises 21 members appointed from each of the 21 precincts in Town. The purpose of the Committee is to "consider all articles contained in any warrant except articles on zoning upon which the zoning by-law requires a report to be made to the Town by the Planning Board and those articles which do not require or request an appropriation of money...Said committee shall make recommendations, and shall report in print...to each Town Meeting." The Committee also makes general suggestions, criticisms and recommendations as it may deem expedient, including articles which may not request an appropriation.

The Committee is also the custodian of the reserve fund, which is appropriated annually to allow for any unforeseen expense which may occur during the fiscal year. The Committee's members play active roles in Town finance, officially representing the Finance Committee on many of the Town's other committees. These include: the Capital Planning Committee, the Budget and Revenue Task Force, Vision 2020, Information Technology Advisory Board, and many committees voted by Town Meeting.

Budget Statement

The Finance Committee has requested a level service budget for FY2013, showing only a \$313 increase.

FY2013 Objectives

- Review and recommend on all financial articles before the Town Meeting.
- Review and act on all requests for transfers within departmental budgets and from the Reserve Fund.
- Participate in all committees which require a representative from the Finance Committee, such as, but not limited to, the Capital Planning Committee, the Information Technology Advisory Board and the Budget and Revenue Task Force.

PROGRAM COSTS

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Finance Committee				
Personal Services	7,869	8,585	8,806	
Expenses	2,097	2,508	2,600	
Total	9,967	11,093	11,406	-

STAFFING

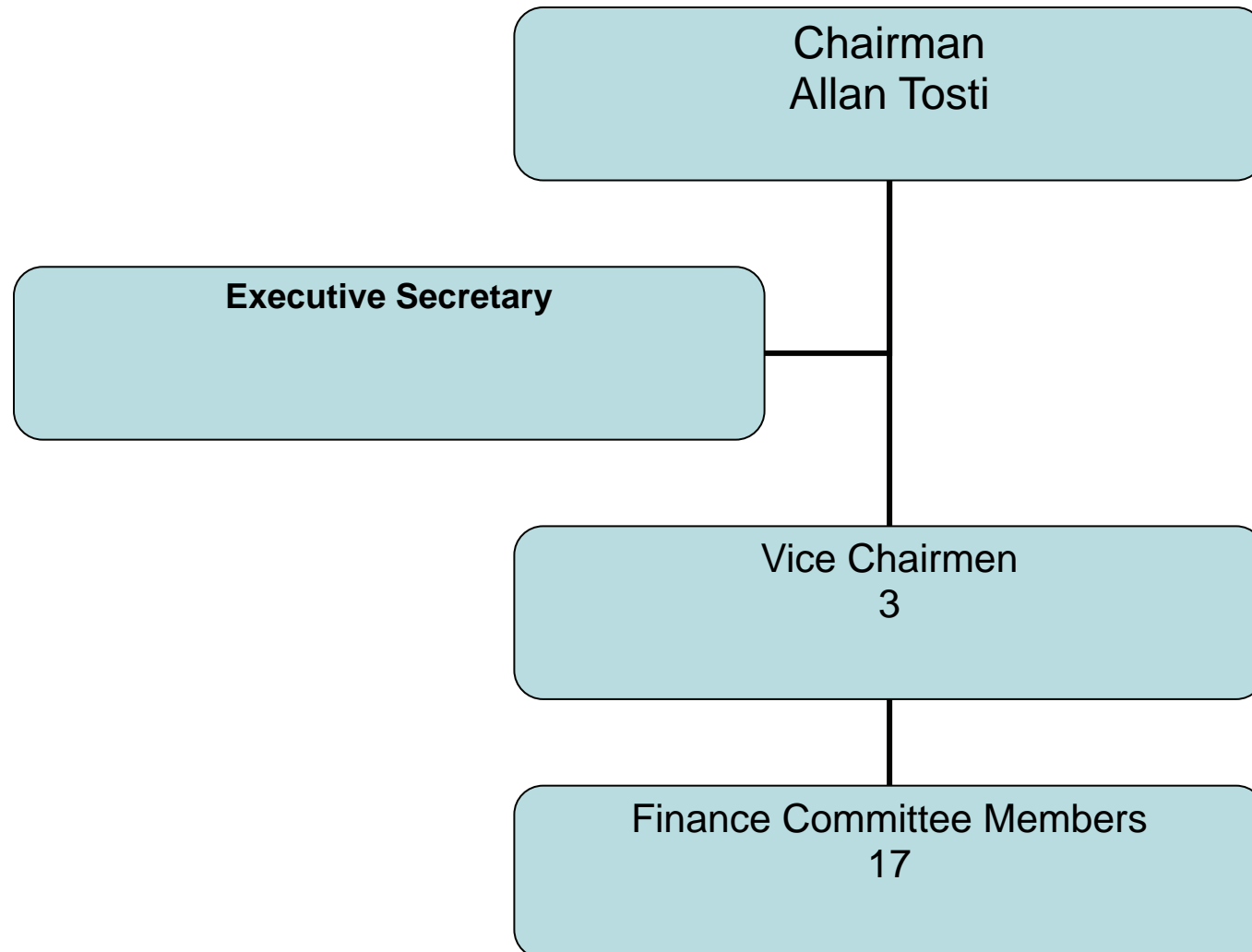
	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Finance Committee				
Managerial				
Clerical	1PT	1PT	1PT	
Professional/Technical				
Total	1PT	1PT	1PT	



Major Accomplishments for 2011

- Worked closely with the Town Manager, Board of Selectmen, and School Committee to draft three year override plan.
- Worked with Town officials on future financial planning.
- Attended and participated in Financial Planning Summits presented by the Board of Selectmen.

PROGRAM COSTS				
	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Reserve Fund				
Personal Services				
Expenses	600,000	620,000	620,000	
Total	600,000	620,000	620,000	





Program Description

To perform the duties of Administrative Office of the Board of the Selectmen (BOS) in an efficient, organized, and professional manner.

- Provide Administrative Support to the Board of Selectmen.
- Serve as initial contact for Selectmen to public, providing general information and assistance and handling complaints, issues, and other business matters.
- Process and issue various licenses and permits granted by BOS.
- Process and issue all ABCC Government alcohol licenses.
- Provide administrative assistance for public way repair.
- Provide administrative assistance for Board of Survey Hearings.
- Preparation of weekly distribution of Board Information.
- Preparation and follow-up for Selectmen Meetings.
- Preparation/distribution of all election and Town Meeting warrants.
- Staffing and maintenance of all polling locations.
- Provide admin support for Town Day Committee under Selectmen.
- Provide Admin Support for exceptions to overnight parking ban.
- Preparation/distribution of Proclamations for the Board of Selectmen.
- Provide planning and follow up for all Selectmen Special Events.
- Provide support and resources to the Transportation Advisory Committee (TAC).

Budget Statement

The FY2013 budget requests an increase of \$5,293 based on personnel fixed cost increases, printing costs, and increases in other expenses. The Elections budget is projected to increase by \$56,548 due to an increase in the number of elections to be held in FY2013 as compared to FY2012.

FY2013 Objectives

- Engage citizens through public forums, citizen surveys, website information, and other means.
- Work with the Redevelopment Board to develop strategies for commercial revitalization. Implement subdivision control and review zoning and land use policies and bylaws to promote smart growth.
- Work with the Redevelopment Board and the Town Manager to oversee the Symmes project construction.
- Work with Town officials to refine the five year financial plan.
- Consider and implement whatever changes may be approved to the Town's financial management organizational structure.
- Oversee the implementation phase of the Massachusetts Avenue Corridor project.
- Continue to work with the TAC to develop transportation strategies and action plans including parking, traffic calming, school safety, and the MBTA Green Line extension.

PROGRAM COSTS

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Board of Selectmen				
Personal Services	180,698	190,371	193,764	
Expenses	18,844	20,000	20,600	
Audit	46,500	55,000	55,000	
Annual Report	3,648	2,200	3,500	
Total	249,690	267,571	272,864	-

STAFFING

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Board of Selectmen				
Managerial	1	1	1	
Clerical	2.5	2.5	2.5	
Professional/Technical				
Total	3.5	3.5	3.5	



Major Accomplishments for 2011

- Worked to support the Override based upon a three year financial plan that has now been extended to five years.
- Hired new Town Manager to replace the current Town Manager who is retiring.
- Implemented the transfer of the Town employees/retirees health care coverage to the Commonwealth's Group Insurance Commission. Thus saving the Town millions of dollars while preserving quality health care for employees/retirees.
- Held public forums regarding the Massachusetts Avenue Corridor project, obtained state approval of the 25% design plans, and are about to complete the 75% design plans.
- Obtained a seat on the region's Metropolitan Planning Organization (MPO) which reviews and approves funding for all transportation projects in the metropolitan region.
- Successfully obtained the designation of Massachusetts Avenue as "Battle Road" and as a "Scenic Byway", thus qualifying it for various state and federal grants.

SUB PROGRAM COSTS

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Elections				
Personal Services	44,530	30,000	51,728	
Expenses	88,357	51,430	86,250	
Total	132,887	81,430	137,978	-

Performance / Workload Indicators

<i>Board of Selectmen</i>	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Meetings:				
Town Meeting Preparations	9	9	9	9
Special Town Meeting Preparations	2	2	2	2
Selectmen Meeting Preparations	30	30	30	30
Audit Advisory Meeting Preparations	2	2	2	2
Budget & Revenue Task Force	4	4	4	4
Meeting Preparations				
Joint BOS/School Committee	1	1	2	2
Joint BOS/Redevelopment Board Joint Meeting Preparations	2	2	2	2
Japanese Sister City Meetings	4	4	2	2



Board of Selectmen
Clarissa Rowe, Chairman
Kevin Greeley, Vice-Chairman
Daniel Dunn
Annie LaCourt
Diane Mahon

Board Administrator
Marie Krepelka

Principal Clerk
2FT, 1 PT



Program Description

The Town Manager's Office implements Town policy and provides management of all operational and supportive departments, excluding Treasurer/Collector, Assessor's, Town Clerk, Board of Selectmen, and Comptroller Departments.

The Town Manager is responsible for the direct management and supervision of Public Works, Police, Fire, Human Services, Inspectional Services, Libraries, Planning and Community Development, Legal / Workers' Compensation, and Personnel. In addition, the Town Manager's office is responsible for the capital and operating budget, the Annual Report, insurance, Town website, maintenance of all Town properties including schools, legislative initiatives, policy recommendations to the Board of Selectmen, union negotiations and purchasing.

The Department provides centralized procurement of all Town equipment, supplies, construction, etc. in compliance with State law. It is responsible for purchase order processing; bid management (bid processing, contract administration as per applicable State statutes); assistance in review and approval of all Requests for Proposals (RFP), Request for Quotations (RFQ) and Bids and encouraging a mutually cooperative relationship with requesting departments, acknowledging that successful purchasing is a result of team work.

Budget Statement

The budget will increase by \$8,319 due to an increase in budgeted hours for the Management Intern and an increase in personnel fixed costs.

FY 2013 Objectives

- Aggressively pursue opportunities to implement new technologies to enhance productivity throughout all departments and improve service delivery to residents
- Implement a new weekly curbside recycling collection service with reasonable solid waste limits, coupled with strict enforcement of mandatory recycling bylaw.
- Continue to evaluate current methods of delivering various services to ensure that the most productive, cost efficient method is used.

FY 2013 Objectives (continued)

- Evaluate and implement, if appropriate, changes to ambulance service including the operation of a second ambulance and/or paramedic level service.
- Continue to investigate regionalization initiatives that provide both financial incentives and service delivery improvement to Arlington residents.
- Investigate possibility of Innovation Award Program to reward employees who propose cost saving measures for their department.
- Work with School Department on the Thompson School reconstruction process as well as the Stratton School renovations
- Continue the acceleration of the street improvement program utilizing the funds designated in the Override for street improvements.
- Work with the Board of Selectman, Redevelopment Board, and Planning and Community Development Department to further the development of a comprehensive commercial revitalization plan which is to include a comprehensive commercial district parking strategy.
- Work with committee to further economic development and tourism generating strategies

(Continued on next page)

PROGRAM COSTS

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Town Manager				
Personal Services	380,267	400,246	405,935	
Expenses	30,608	30,870	33,500	
Total	410,875	431,116	439,435	-

STAFFING

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Town Manager				
Managerial	2	2	2	
Clerical	1	1	1	
Professional/Technical	2	2	2.2	
Total	5	5	5.2	



FY 2013 Objectives (*continued*)

- Work with MassDOT and other interested parties to complete improvements to Mass Ave. corridor.
- Work with the ARB to oversee the construction of the Symmes project.
- Continue work with the Energy Manager and Energy Working Group, leveraging Arlington's designation as a Green Community, to improve the Town's energy efficiency. Through this goal, explore the solicitation of an Energy Services Corp (ESCO) to provide performance contracting services to the Town, investigate possibilities for renewable energy production on town buildings and town property and establish an energy conservation revolving fund so as to provide a sustainable funding source for energy conservation projects.

Major Accomplishments for 2011

- Developed multiple budgets, detailed financial analysis, and a three year financial plan for Town officials and residents so as to enable them to make an informed decision on the override.
- Successfully negotiated an agreement with the employee unions to change health care coverage to the State's GIC program thus saving the Town millions of dollars while preserving quality health care for the Town's employees/retirees. This will also allow the Town to stretch the three year override financial plan to five years.
- Working with the ARB and Board of Selectmen, successfully reached agreement with the preferred development team to move the preferred Symmes development project forward on favorable terms for the Town.
- Converted a large portion of the Town's street lights to LED lights saving the Town \$100,000 in energy and maintenance costs. Implemented several other energy conservation initiatives for further savings.

Major Accomplishments for 2011 (*continued*)

- Hired new GIS Coordinator who has already completed several significant GIS projects resulting in substantial savings to the Town.
- Completed the renovation of the Highland Fire Station and the Community Safety building envelope repairs on-time and on-budget.
- Awarded \$700,000 green repair grant from the MSBA for the Stratton School renovation project along with completing project.
- Achieved full approval from the MSBA for the Thompson School rebuild project, and began demolition of existing building.
- Completed conversion of the fire alarm and water meter systems to wireless
- Obtained a Stanton Foundation grant to fund the construction of a Dog Park at Thorndike Field.
- Executed an agreement with Belmont to provide Sealer, Weights and Measures services for a fee as a step toward further health department regionalization.
- Earned Green Communities designation from the state, leading to the award of a \$200,188 grant to be used for energy efficiency initiatives. One of first 35 communities in state to earn such designation. Designation also merited five BigBelly solar trash compactors from the state at no cost to the town.

Performance / Workload Indicators

<i>Town Manager</i>	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Purchase Orders Processed	5,142	5,200	5,000	
Bids Processed	46	40	40	



Program Description

A top priority goal of the Board of Selectmen is to enhance public communication and customer service in daily Town operations and in emergencies. The Public Information Officer (PIO) works with all departments to achieve this goal and leverages existing communication channels and technology to improve efficiencies and productivity for staff. The PIO also promotes the interests of the Town, encourages participation in Town government, and provides ongoing education aimed at public understanding of Town operations.

The four main communication channels used to meet these objectives are: the Town's website, the Request/Answer Center, Town of Arlington Notices, and the Arlington Alert System. The Town's website supports 15 departments and 65+ boards/committees/commissions in their online outreach activities and compliance with State law (Open Meeting Law) and Town Bylaws. The Request/Answer Center is the Town's 24/7 online customer service center and work order tracking system. Town of Arlington Notices are email alerts sent by the Town that deliver information on activities including: public health and public works alerts, snow emergencies, election information, trash & recycling reminders, and special Town-related events. The Arlington Alert System allows the Town to send critical, time-sensitive notifications to residents by phone, text, and email.

Budget Statement

In FY2013 we will continue to employ "creative" marketing techniques to increase subscriptions to our main communication channels and encourage usage of the Request/Answer Center. Creative marketing techniques include marketing within our existing channels, local media, and word-of-mouth. We will continue to work with current, and potential, vendors to add features to existing technologies – to improve efficiencies for staff and customer service for residents. We continue to be very successful in increasing usage in all areas and will continue to strengthen this important relationship with residents within current budget allocations. However, it is important to note that these successes are increasing demand for communication services, which limits the time for supporting customer service initiatives. Adequate investment in staff training on advanced features of the Request/Answer Center and time to perform deep analysis of data collected of all channels and services would provide additional efficiencies and improved customer service. Additionally, the Town's website is in need of an update to better manage and access the vast content added annually.

FY2013 Objectives

Over the past few years, the Town has built an extremely valuable relationship with its constituents for content and services they seek. It has also implemented an internal system of gathering and tracking common request types across multiple departments that can be used to identify trends, preserve productivity, and offer accountability to residents. Building off these successes we continue to:

- Support staff in their public communication and online customer support initiatives.
- Provide timely and accurate information to residents through our existing communication channels.
- Increase subscription numbers to email Notices and Arlington Alerts.
- Increase usage of the Request/Answer Center for both staff and residents.
- Preserve and increase productivity wherever and whenever possible.
- Review technology, infrastructure, and communication channels for efficiencies and other improvements. Town website a primary target for review. Implement as necessary.
- Further develop uses of traditional media to communicate with the public.
- Integrate GIS capabilities to the Town's Request/Answer Center.

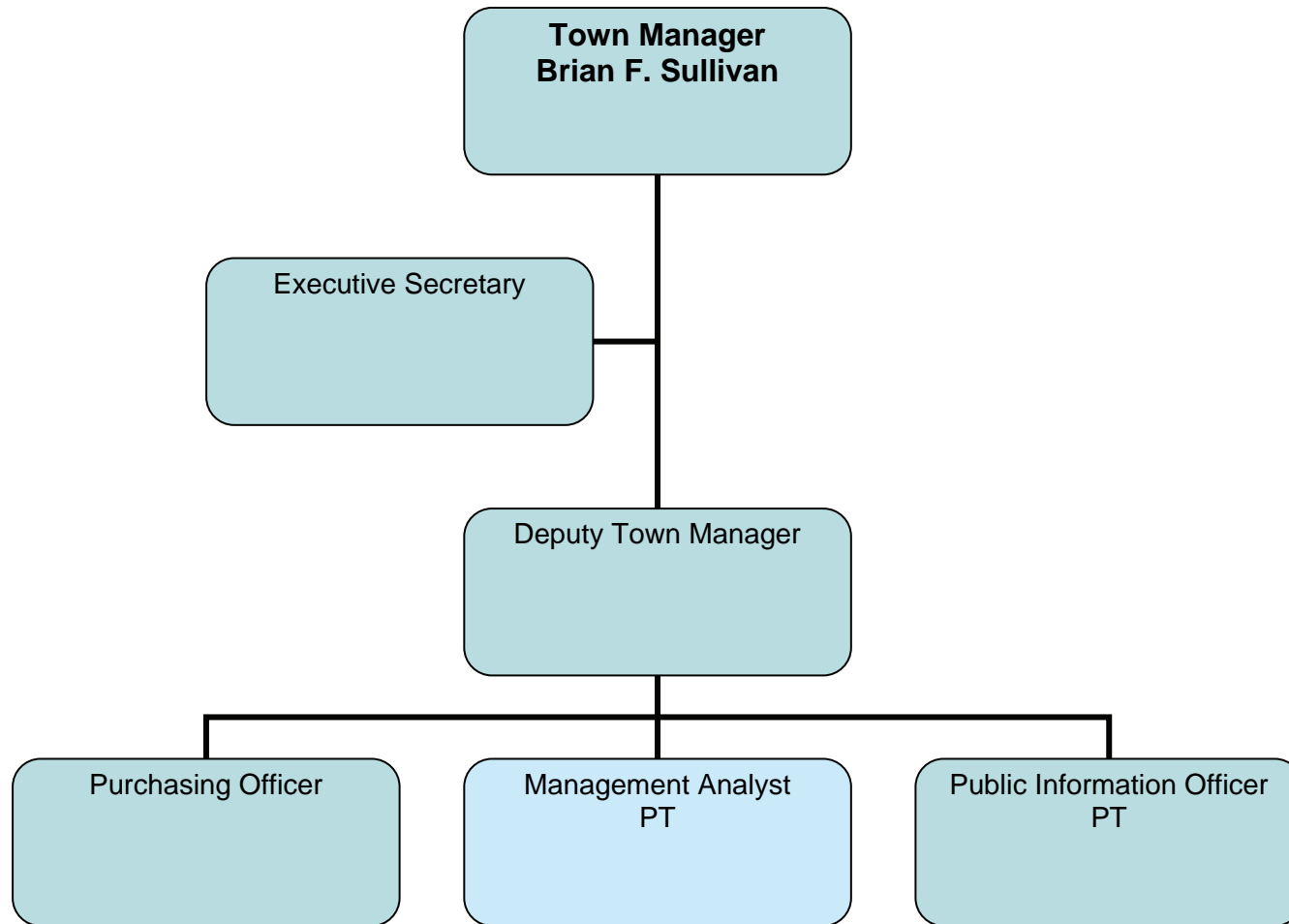


Major Accomplishments for 2011

- Updated Emergency Notification System. The Town can now provide time-sensitive notifications to residents via phone, text and email in near real-time. "Arlington Alerts" launched in early 2012 (replaced Rev911 with updated speeds and the addition of text and email capabilities.) 29% increase of subscribers to Town of Arlington Notices. Added 1,121 subscribers for a cumulative total of 3,814 at the end of FY2011. With an estimated 19,000 households in Arlington, this would represent 20% of households receiving Town Notices.
- Request/Answer Center reported 99,789 Answers Viewed in FY2011, yet only 442 questions were submitted to staff for a response (.5%). This continues to illustrate that users are overwhelmingly getting their questions answered without having to call Town Hall for an answer. If phone calls average 5 minutes per call, then the Town preserved 8,316 staff hours, or the equivalent of 4.5 FTEs in FY2011.
- Request/Answer Center closed over 2,600 Requests.
- Self-service overnight on-street parking waiver request system (via Request/Answer Center) generated 3,109 requests and tabulated 778 Complaint Streets at the end of FY2011 (8 months). APD dispatch reports this new workflow significantly reduced calls, freeing them up for critical public safety calls and now they can track these requests.
- Continued outreach on National League of Cities (NLC) Prescription Drug Card Program (launched Dec. 2009). At end of calendar year 2012, Arlington leads the state in cumulative savings to residents with \$100,737 and is rated #13 in the program nationally.
- Provided timely communications and support during multiple snow emergencies and extended parking bans (Several Rev911 calls, emails, website updates, and media).
- Provided timely communication for general Town activities and major initiatives including: State and Town elections, Town Meeting, trash and recycling reminders and events, Mass. Ave. Corridor Project, off-leash dog regulations, MWRA construction in Arlington Center, Town Day, EcoFest, and numerous public safety alerts.

Performance / Workload Indicators

	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Website				
Subscribers to Town of Arlington Notices	2,693	3,814	4,500	5,000
% of Growth from previous year	54%	29%	15%	10%
% Compared with # of households (19,000)	14%	20%	24%	26%
Website Traffic (arlingtonma.gov & Request/Answer Center)				
Page Views	1,346,160	1,325,832	1,350,000	1,350,000
Visits	507,509	533,732	500,000	500,000
* Unique Visitors	251,105	265,480	260,000	260,000
Google Analytics reporting initiated Jan '08	31,216	28,149	29,000	29,000
**Request/Answer Center: System Stats				
Answers Viewed on Portal	100,902	99,789	105,000	105,000
**Productivity Preserved in Hours/Answers Viewed	8,409	8,316	8,750	8,750
^Registered Customers in System	1,269	2,463	1,500	1,500
Questions/Requests Created	2,418	2,721	2,750	2,750
Questions/Requests Closed	2,432	2,669	2,500	2,500
% Questions/Requests Remain Open System	13%	12%	12%	12%
**Request/Answer Center: PIO Requests	Actual	Est.	Est.	Est.
Questions/Requests Created	674	853	850	850
Questions/Requests Closed	641	858	850	850
% Questions/Requests Remain Open System	11%	8%	9%	9%
<i>** Request/Answer Center launched February 2008</i>				
<i>**Productivity Preserved in Hours. Answers Viewed are phone calls not answered by staff. Avg. length of call=5 minutes</i>				
<i>^Duplicate customers ID'd - same customer using multiple emails estimated adjustment is 5-10%</i>				





Program Description

The Personnel Department is a three person team consisting of a Director, Human Resources Assistant, and Benefits Administrator. The Department's primary objectives are to protect the Town from employment liability issues and to provide quality, professional support to our employees and managers.

The Department administers the town's classification, compensation and benefits programs in compliance with Federal and State Labor Laws, along with local collective bargaining agreements. The Director serves as a primary contact for the Town's six labor unions and is a member of the Town's collective bargaining team. Additionally, the Department deals with a wide variety of workplace issues and seeks to improve the quality and effectiveness of town services by recruiting the best employees, and reviewing and improving Departments' organizational structures.

The Department works to ensure the fair and equitable treatment of all town employees. The Department administers Health Insurance and other benefits for all active town and school employees as well as retirees. The Department advertises position openings: screens, interviews, and selects the most qualified candidates for positions; maintains the Town's classification and pay plan and ensures compliance with Civil Service Laws, as well as state and federal employment laws. The Department also addresses a wide range of employment matters including workplace investigations.

Budget Statement

In FY2012, the department was granted an additional half time staff position to assist with the municipal health insurance changes made under Chapter 67 of the Acts of 2011. This position was crucial as the department, along with key personnel of the Arlington public schools, undertook the transfer of 3,000 people to the Group Insurance Commission's (GIC) for January 1, 2012. The department also funded 50% of the School Human Resources Officer position. In FY2013, it is expected that this position will be 100% funded by the Arlington Public Schools.

PROGRAM COSTS

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Personnel				
Personal Services	142,249	214,698	215,871	
Expenses	15,257	36,450	36,450	
Total	157,507	251,148	252,321	-

STAFFING

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Personnel				
Managerial	1	1.5	1	
Clerical	2	2.5	2.5	
Professional/Technical				
Total	3	4	3.5	-

Performance / Workload Indicators

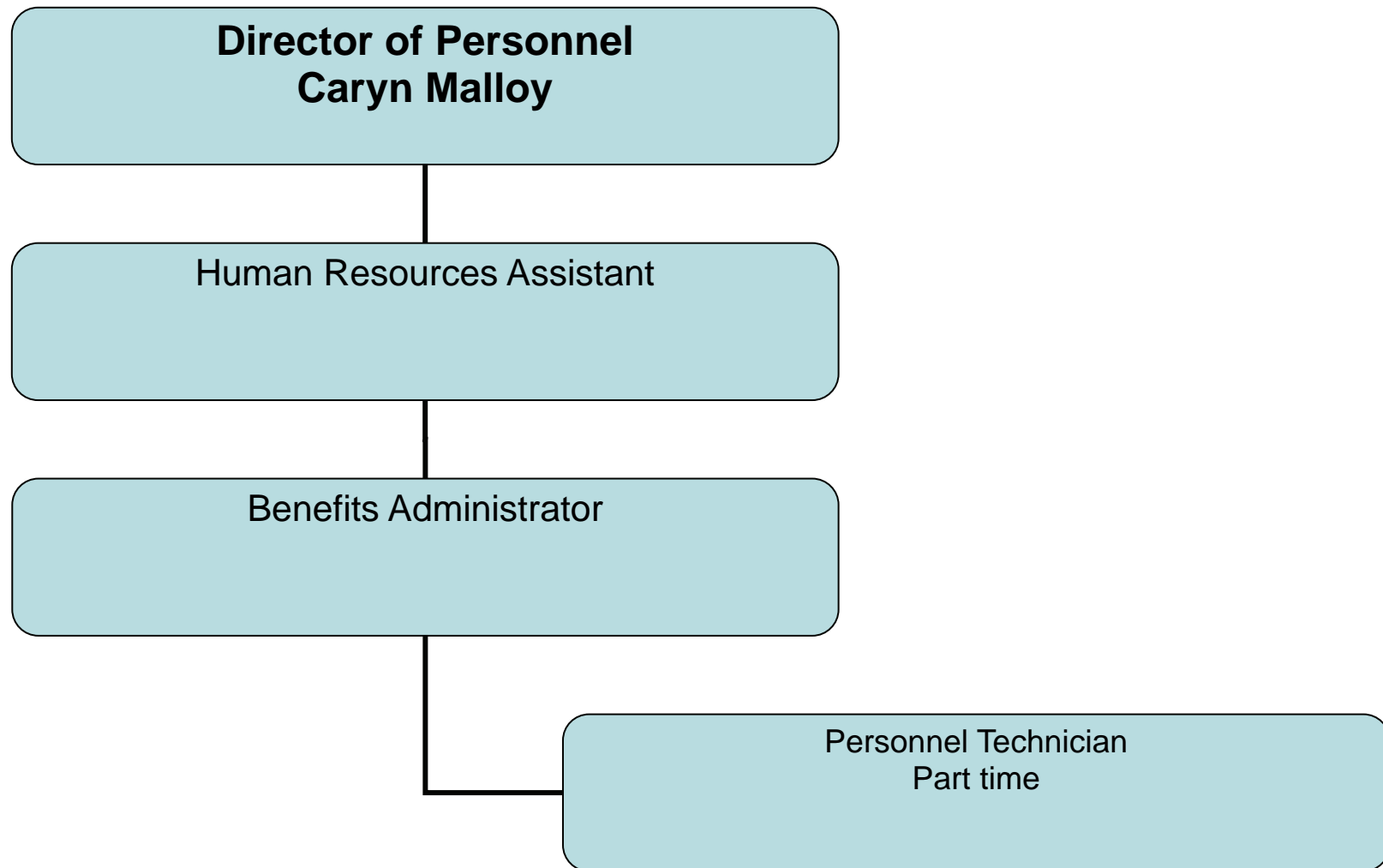
	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Personnel				
Health Insurance Contracts Managed	1,923	1,878	1,880	1,830
Life Insurance Contracts Managed	1,079	1,067	1,050	1,050
Life Insurance Claims Processed	10	30	30	30
Vacancy Postings	26	23	25	25
New Hires	24	26	25	25
Promotions	20	13	5	5
Retirements	18	15	15	15
Resignations/Separations	12	25	30	30

**FY2013 Objectives**

- Effectively administer the GIC health insurance plans and ensure our employees and retirees feel properly supported in understanding their new benefits including understanding the Health Reimbursement Account Program.
- Implement and monitor changes to the myriad of local, state and federal employment laws. Look for ways to better communicate with employees and protect the Town from employment liability issues.
- Continue to seek new and creative ways to bring practical and sustainable health and wellness programs to our employees.
- Continue to look for ways to streamline information to assist in budgetary preparation and collective bargaining. Maintain good relations and continue to encourage productive communications with labor unions.
- Provide support to the newly appointed Town Manager in recruiting the best employees to work in Arlington.
- Take full advantage of Home Rule Legislation that allows the Town to appoint on the basis of merit to Labor Service positions under Chapter 31.

Major Accomplishments for 2011

- Along with key personnel in the Arlington Public Schools the department successfully transferred 3,000 lives from its existing health insurance plans to the plans under the Commonwealth's Group Insurance Commission (GIC). The department also implemented new dental, flexible spending and health reimbursement accounts programs for employees and retirees.
- The Director of the department worked as part of the management team in the negotiation and implementation of health insurance reform under the legislation under Chapter 67 of the Acts of 2011 which allowed for plan design or transfer to the GIC.
- Worked closely with Department Heads to successfully facilitate a number of disciplinary issues and workplace investigations.
- Supported the Board of Selectmen in engaging in the search for a replacement to retiring Town Manager Brian F. Sullivan.
- Worked closely with the Equal Opportunity Advisory Committee in ensuring compliance to the Town's Bylaws with regard to female and minority participation goals for three construction projects exceeding \$200,000.





Program Description

The Comptroller's Office is responsible for the Town's books of account and financial records. The Office coordinates the annual Town audit and is custodian of all the Town's contracts. The Comptroller's Office verifies appropriations for all purchase orders, processes invoices for payment, approves all payroll and other warrants, generates and balances monthly appropriation reports and other financial reports as mandated by the Federal and State governments. The Comptroller is also responsible for the direct management and supervision of the Telephone department. The Telephone department is responsible for the operations of the Town and School phone system and maintaining the two PBX's and voicemail system.

Budget Statement

The Comptroller's Office has requested a level service budget, with an increase of \$1,501 for personnel fixed costs.

FY2013 Objectives

- Work with Town and School personnel to implement electronic distribution of direct deposit payroll stubs.
- Continue to expand and enhance financial reporting to Town Officials
- Consolidate some of the Town/School financial operations
- Streamline the Town's phone system

PROGRAM COSTS

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Comptroller				
Personal Services	293,665	302,605	304,573	
Expenses	80,369	107,542	107,075	
Total	374,034	410,147	411,648	

STAFFING

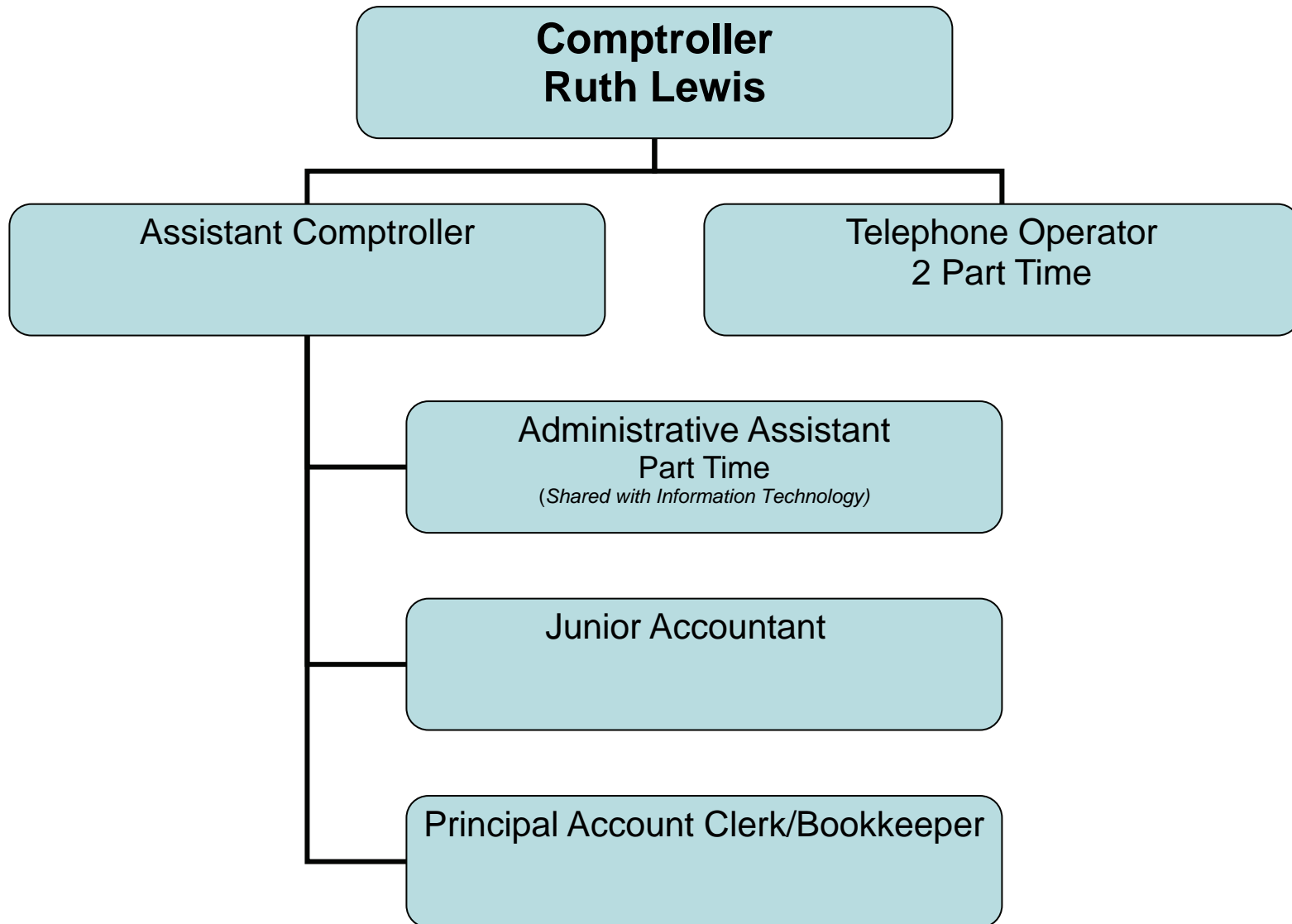
	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Comptroller				
Managerial	1	1	1	
Clerical	3.8	3.8	3.8	
Professional/Technical	1	1	1	
Total	5.8	5.8	5.8	

Major Accomplishments for 2011

- Closed the Town's books and had the town audit and free cash certified by September 1st.
- Monthly meetings with the School CFO to review school finances

Performance / Workload Indicators

	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Accounting				
General ledger entries	114,879	122,165	125,000	128,000
Purchase Orders	5,142	4,953	5,100	5,200
Accounts Payable batches	1,181	1,192	1,150	1,225





Program Description

The Treasurer & Collector of Taxes is responsible for the collecting and custodianship of all funds and receipts belonging to the Town of Arlington. The Office of the Treasurer and Collector of Taxes consists of three divisions headed by the Treasurer/Collector of Taxes. The three divisions are: Treasury, Collector, and Payroll. The Treasurer manages Town postal operations. The Treasurer, as the Parking Clerk appointed by the Board of Selectmen, manages the collection of parking fines and the issuance of parking permits.

The Town Treasurer and Collector of Taxes is responsible for managing and directing the tax collection process, receiving all monies from Town departments, securing & depositing Town monies, and for managing, planning, and directing the Town's financial policies relating to cash management, investment management, and debt management in accordance with Massachusetts General Laws. The Treasurer serves as Custodian of Funds for all Town monies. The Treasurer performs his fiduciary responsibility by developing investment and borrowing strategies based on financial best practices, consultations with financial advisors and investment institutions, and participating in government finance officer's seminars, as well as being an active member of the Massachusetts Collectors & Treasurers Association, and the national Government Finance Officers Association. Mr. Gilligan is a Member of the Board of the New England States Government Finance Officers Association. Mr. Gilligan is a certified Massachusetts Assessor.

The Treasurer / Collector's office is responsible for the proper handling and management of all monies belonging to the Town.

Included in those responsibilities are the following:

- Responsible for the billing and collecting of all Real Estate Tax, Personal Property Tax, Motor Vehicle Excise Tax, Parking fines and Permit fees, Water & Sewer accounts, and collecting all Town and School Department(s) receipts. Payments are received directly in the Treasurer's Office, through the mails, via on-line electronic checking transactions, and lock-box.
- Receiving and reconciling all deposits from all departments and authorities that charge fees and/or receive monies. Supports and assists all departments in the collection of delinquent accounts.

Program Description (*continued*)

- Enable and coordinates School, Recreation, Human Services, Fire/ Ambulance, Library, Inspections departments to make deposits directly into our depository bank; daily, overnight, and weekends.
- Responsible for deposits and investment of all Town funds.
- Determine cash management needs to meet vendor and payroll warrants.
- Provide quality customer service to all Town residents, employees, and vendors in the performance of the above-described duties.
- Supervise and direct all short and long-term borrowings. Strategic goal is to maintain the highest possible Bond Rating, based on the Town's financial reserve and budgetary situation
- Manage Treasurer's relationships with finance professionals and institutions that provide custodial, investment and banking services.
- Responsible for promoting and administering the Arlington Citizens Scholarship Foundation/Dollars For Scholars Program.
- Managing the Arlington Citizen's Scholarship Foundation/Dollars For Scholars program.

Budget Statement

The Treasurer's Office continues to scrutinize its current budget for any potential savings, while being mindful of the critical importance to maintain resources sufficient to collect and manage over \$120,000,000 in Town revenues. Given the current economic situation, interest income revenue will be significantly lower than previous years.



Major Accomplishments for 2011

- Treasurer's Office continues to achieve one of the best commitment-to-collection ratios of real estate and personal property taxes of any community in Massachusetts by developing internal collection procedures with a focus on end-of-fiscal-year results. Real Estate Tax collections = 100% Attained a top rating of Triple-A ("AAA") from Standard & Poor's rating agency for the 6th consecutive borrowing.
- Arlington is a member of a group of less than 21 communities in Massachusetts attaining this highest designation.
- FY 2011 Town Audit found Treasurer's operation in full compliance.
- Continue to manage Town of Arlington's relationship with Investment Advisor. Current net realized gain on all trust fund accounts is 4.57%. Managed successful annual borrowing of \$10,250,000 with an interest rate of \$1.402% for \$9,410,00 and 1.893% for \$840,000, with a "AAA" rating from S&P.
- The Treasurer's Office administers the Arlington Citizens Scholarship Fund, which provides financial assistance to Arlington residents attending higher education. Increased scholarships awarded to 97, totaling \$137,500, in 2011.
- Aggressively managed the on time issuance of all billing and collections for Real Estate Tax, Motor Excise Tax, Water & Sewer, and Parking, accurately and on time to avoid short-term borrowing.

FY2013 Objectives

- Complete conversion of Employee 457b Plan Retirement Savings Account from dual service providers to a single service provide offering.
- Continue to work with Town Manager to implement Operations Continuity and Disaster Recovery Plan.

PROGRAM COSTS

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Treasurer				
Personal Services	506,472	482,533	485,542	
Expenses	101,689	104,454	111,375	
Total	608,161	586,987	596,917	-

STAFFING

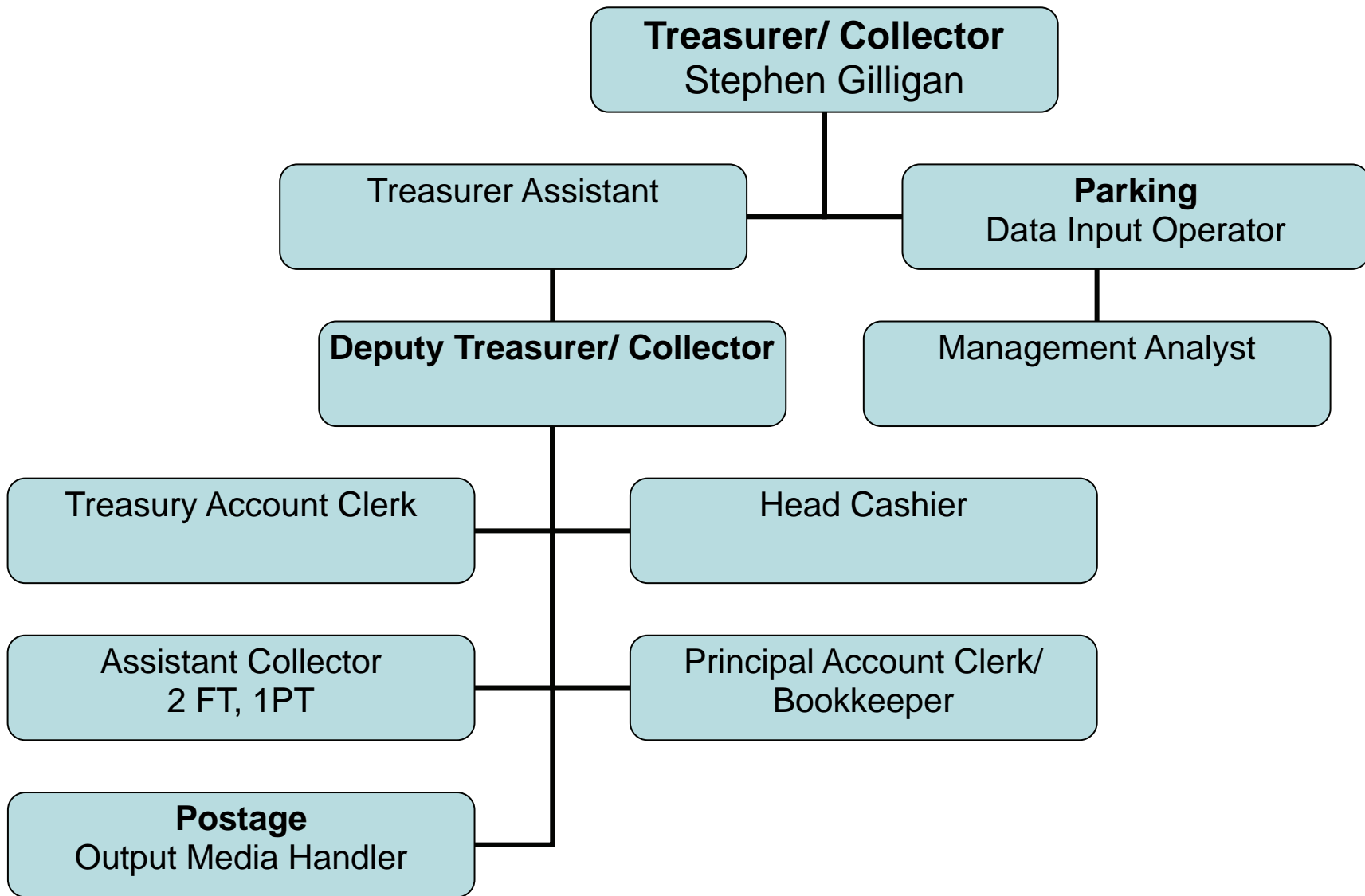
	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Treasurer				
Managerial	1	1	1	
Clerical	7	7	7	
Professional/Technical	2	2	2	
Total	10	10	10	

Performance / Workload Indicators

	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Treasurer				
Real Estate Bills Processed	60,084	60,119	60,200	60,200
Motor Excise Bills Processed	32,112	35,222	30,180	34,604
Water Sewer Bills Processed	24,849	24,965	24,850	24,896
Delinquent Notices - Combined	22,324	22,604	27,125	20,887
Total Bills Issued:	139,369	142,910	142,355	140,587
Liens from Water Sewer delinquency (less than 1.5% of total commitment)	\$134,180	\$183,273	\$133,000	\$143,467
Lien Certificates processed	1,452	11,674	1,400	3,460
Lien Certificate revenue	\$ 72,600	\$ 83,700	\$ 70,000	\$ 62,685
Deputy Tax Collection revenue	\$157,859	\$197,534	\$140,000	\$157,163
Total Various Liens / Collections:	\$364,639	\$464,507	\$343,000	\$363,315

FY2013 Objectives (continued)

- Complete implementation of new on-line payments for all Town departments with I.T. Department.





Program Description

The Postal Operation is a division of the Office of the Treasurer & Collector of Taxes. The postal operation is responsible for the collection and mailing of all Town and School mail at the lowest possible postage rates.

The following details the responsibilities of postal operations:

- Manage operations of Town and School outgoing mail on a daily basis.
- Scheduling, distributing, processing and mailing all Motor Excise, Real Estate, Water, and Parking bills.
- Process special mailings for other departments.
- Scheduling and processing bulk mailing.
- Operating major mailing equipment: processing machines, folding machine, and regular postal machine.
- Interpreting and complying with postal regulations.
- Liaison to Arlington Post Office including the filing of required paper work.
- Provides consultation and advice on mail design to departments.

Budget Statement

The financial difficulties that the U.S. Postal Service is experiencing is expected to have a significant impact in the cost to the Town as well as how the Town's postal division can actually process its outgoing mail. The Treasurer will continue to monitor the latest announcements from the U.S. Post Office to determine the impact on the 2013 postage budget. Postage rates continue to increase. Rate increase expected May 2012. We evaluate each mailing to determine and use lowest possible mail-rate.

Major Accomplishments for 2011

- Continued to provide exceptional service to all departments.
- Sent mail out at the lowest possible postage.
- Developed operational work-flow process for interim plan to process outgoing mail during USPS interim 2011 plan

FY2013 Objectives

- Develop action plan that identifies a full range of options on how the Town can send mail to its residents, taxpayers and vendors.
- In-house option that includes adding new personnel and purchasing a vehicle
- Outsourcing to 3rd party vendor for all mail operations

PROGRAM COSTS

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Postage				
Personal Services	23,865	29,568	29,566	
Expenses	125,257	128,140	141,731	
Total	149,122	157,708	171,297	-

STAFFING

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Postage				
Managerial				
Clerical	0.7	0.7	0.7	
Professional/Technical				
Total	0.7	0.7	0.7	

Performance / Workload Indicators

	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Postage				
Bills mailed: Real Estate, Water/Sewer, Motor Vehicle Excise and Parking	142,369	142,910	147,300	147,300
Other Town Mailings	139,609	139,849	141,388	141,388
Other School Mailings	65,241	64,297	68,250	67,144
Total:	347,219	347,056	356,938	355,832



Assistant Treasurer/ Collector

Output Media Handler



Program Description

The Assessor's Office values all real estate (residential, commercial and industrial) and personal property in the Town of Arlington for the purpose of "ad valorem" taxation. This process involves discovering, listing, and valuing over 14,000 residential properties, which includes single-family homes, multi-family homes, condominiums, and apartment buildings. There are also 400+ commercial and industrial properties and over 500 personal property accounts which must be reviewed on an annual basis. The office also receives over 45,000 motor vehicle excise records from the Registry of Motor Vehicles which must be processed and committed to the Tax Collector.

In addition, the functions of the Assessing Office include updating tax map information in regards to property sales and subdivisions; tracking the yearly additions in value triggered by the building permit process and computation of "new growth"; monitoring and recording all changes in property ownership through information received from the Registry of Deeds; inspecting in a timely manner all properties sold in Arlington; receiving and processing all real estate and personal property abatement applications within statutory timelines; representing the Town of Arlington at the Appellate Tax Board or negotiating settlements with taxpayers before hearings; assisting realtors, appraisers, and taxpayers seeking information on Arlington's 15,000+ Real and Personal property accounts; and supplying the Board of Selectmen with all the information required in the setting of the tax rate at the annual classification hearing. This office provides quality service to all customers in the performance of the above described duties.

FY 2013 Objectives

- To maintain fair, equitable and consistent assessing practices for all.
- To ensure the accuracy of all assessments for real and personal property accounts.
- To continue to seek out methods to provide public access to property records and information that will be helpful to taxpayers.
- Improve public understanding of the property tax and assessing practices.
- Continue to improve all functions of the Assessor's Office to serve the taxpayer more efficiently.

PROGRAM COSTS

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Assessors				
Personal Services	330,770	266,415	232,296	
Expenses	22,676	28,900	28,900	
Total	353,447	295,315	261,196	-

STAFFING

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Assessors				
Managerial	1	1	1	
Clerical	3.5	3.5	3	
Professional/Technical				
Total	4.5	4.5	4	

Budget Statement

The Board of Assessors' budget for FY2013 will be decreased by \$34,119. This is due to the elimination of a PT clerk position and a reduction in personnel fixed costs.

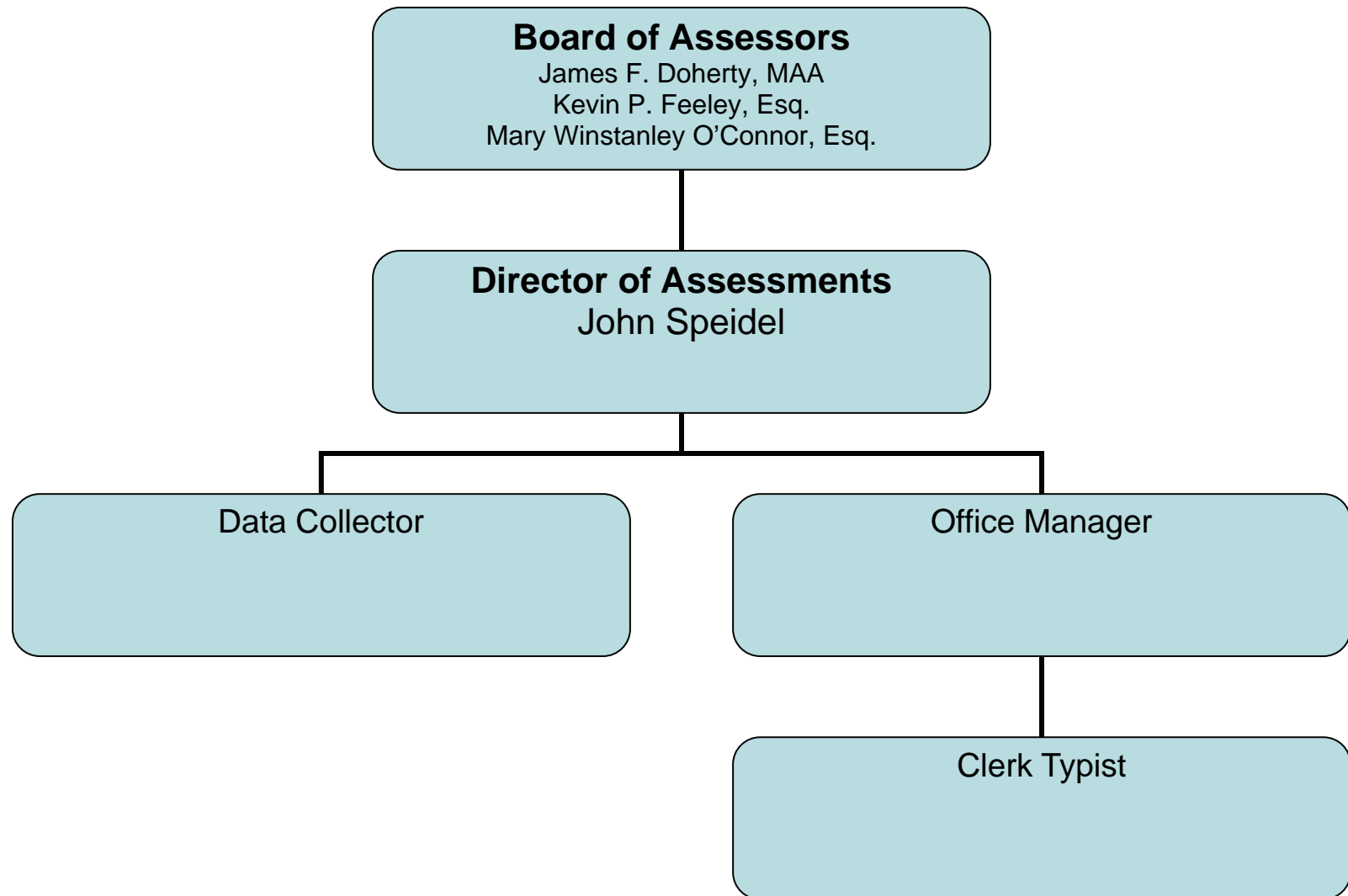


Major Accomplishments for 2011

- The Assessor's Office timely committed all bills for real estate, personal property and auto excise taxes to the Tax Collector.
- The Office continued their efforts to work interdepartmentally to insure that all taxpayers are informed as to the benefits available.
- Hired new Director of Assessments to replace former Director who retired during the summer of 2011.

Performance / Workload Indicators

Assessor	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Real Estate Bills processed	14,924	15,018	15,125	15,125
Motor Vehicle bills processed	42,776	43,000	44,000	44,000
Personal Property bills processed	692	525	550	550
Real Estate exemption applications	600	620	650	650
Real Estate and Personal Property Abatements	116	114	125	125
Motor Vehicle Excise abatements	6,137	6,200	6,400	6,400
Citizen Inquiries	8,000	8,500	8,500	8,700





Program Description

Effective July 2007, the Annual Town Meeting voted to establish a consolidated town-wide Information Systems and Technology Department under the general supervision of the Town Manager. The functions of the Department fall into three broad categories: **(1) Town and School hardware, networking, telecommunications, and software infrastructure support; (2) Town and School administrative applications, implementation, training, and support; and (3) School Academic applications implementation, training, and support.**

The first two categories shall be under the management of the Town Manager and are supported in this budget item. The third shall be under School Superintendent and is supported in the school budget. The Information Technology Department is responsible for supporting, implementing, and upgrading over nineteen-hundred personal computers across Town and School departments, fifty PDA's, over four hundred printers, thirty six servers, Town and School network infrastructure, electronic communication systems, the Munis financial software system, PowerSchool (student information system), electronic security systems, Integrated Collection System, Automated Meter Reading System, and numerous Town and School Web sites.

Budget Statement

The FY2013 budget requests an increase of \$9,015. This is due to increases in personnel fixed costs and expenses related to GIS software maintenance and employee software training.

FY2013 Objectives

- Create Implementation plan for a town-wide document management system.
- Create plan and implement requirements of Building Security Assessment.
- Automate the Selectmen's office meeting information packet process.
- Implement facilities booking program to coordinate reservation and use of Town and School facilities booking system.
- Upgrade Munis system platform with the possibility of taking advantage of Munis' hosting environment.
- Continue creation of enterprise GIS system. Select GIS web viewer and forms platform.
- Investigate and implement Water meter reporting System to support customer inquiries
- Continue development and implementation of a multi-year disaster recovery program.
- Perform wireless network assessments in all Schools across the District and Town Hall.
- Upgrade video surveillance system cameras.
- Create Town 3-5 year Strategic technology plan with assistance from ITAC and leadership team.
- Upgrade Voting system to support poll redistricting.
- Purchase and install 120 Laptops with Carts for use at the Ottoson in the 7th and 8th Grade Clusters and Media Center.

Major Accomplishments for 2011

- Hired GIS (Geographic Information Specialist) and began hardware and software evaluations to support an enterprise GIS system.
- Began building-security assessment project with the contracting of a security specialist to investigate and recommend solutions to better secure Town and School buildings.
- Thompson School de-commission. Remove and relocate network, telephone, and desktop equipment to the Bishop, Stratton, and Hardy Schools to support Thompson students moving to those elementary schools during construction of the new Thompson School.
- Stratton school renovation project included additional electrical and network connections to support a new computer lab and the students transitioning from the Thompson School

**Major Accomplishments for 2011 (continued)**

- Highland Fire Station renovation project brought updated desktop, network, telephony, and security infrastructure to the Fire Department's newly renovated station.
- DPW renovation and administrative office consolidation project and move from Town Hall to newly constructed offices in Grove St. facility.
- Purchased and installed network wireless controller to support wireless connectivity to Town and School buildings.
- Partnered with Apple computer, the Special Education department and the IT group to implement a Pilot project that places fifty iPads in the Special Education department and created a plan to assess pilot results.
- Hired Library Media Specialist to first transition AHS and Ottoson Media Centers to a more research based and group oriented "Learning Commons", and second to apply lessons learned to the Elementary School Libraries.
- Partnered with Google to implement sixty donated Google Chrome Laptops to AHS and the Ottoson Middle School Media Centers/Learning Commons.
- Created and distributed RFI for Online Electronic Payment vendor. Once chosen product would be implemented across Town and School departments.
- Redesigned Tax Bills to incorporate Intelligent Mail Barcodes on bills for more efficient mass mailings.
- Created School/Academic Strategic Technology Plan.
- Purchased, implemented, and converted aging SPED system to EasyIEP.
- Created maps and integrated information from PowerSchool (Student Information System) in order to facilitate discussions surrounding School Redistricting.
- Created and printed 163,000 water, real estate, personal property and excise tax bills.
- Increased all Elementary School Computer lab capacity to thirty seats in order to support rising enrollments across the District.
- Installed wireless switching equipment to support deployment of wireless access points in the AHS Auditorium, Media Center/Learning Commons, Computer Labs, Ottoson Media Center/Learning Commons, and in the sixth, seventh, and eighth grade cluster areas.
- Installed new projection system, remote control screen and integrated projection system with existing sound system in the AHS Auditorium for use during full school assemblies.
- Performed major electrical power system upgrade in the Town server room. Installed highly modular and upgradeable APC Battery Backup System to support new server rack and the installation of additional electrical circuits.

PROGRAM COSTS

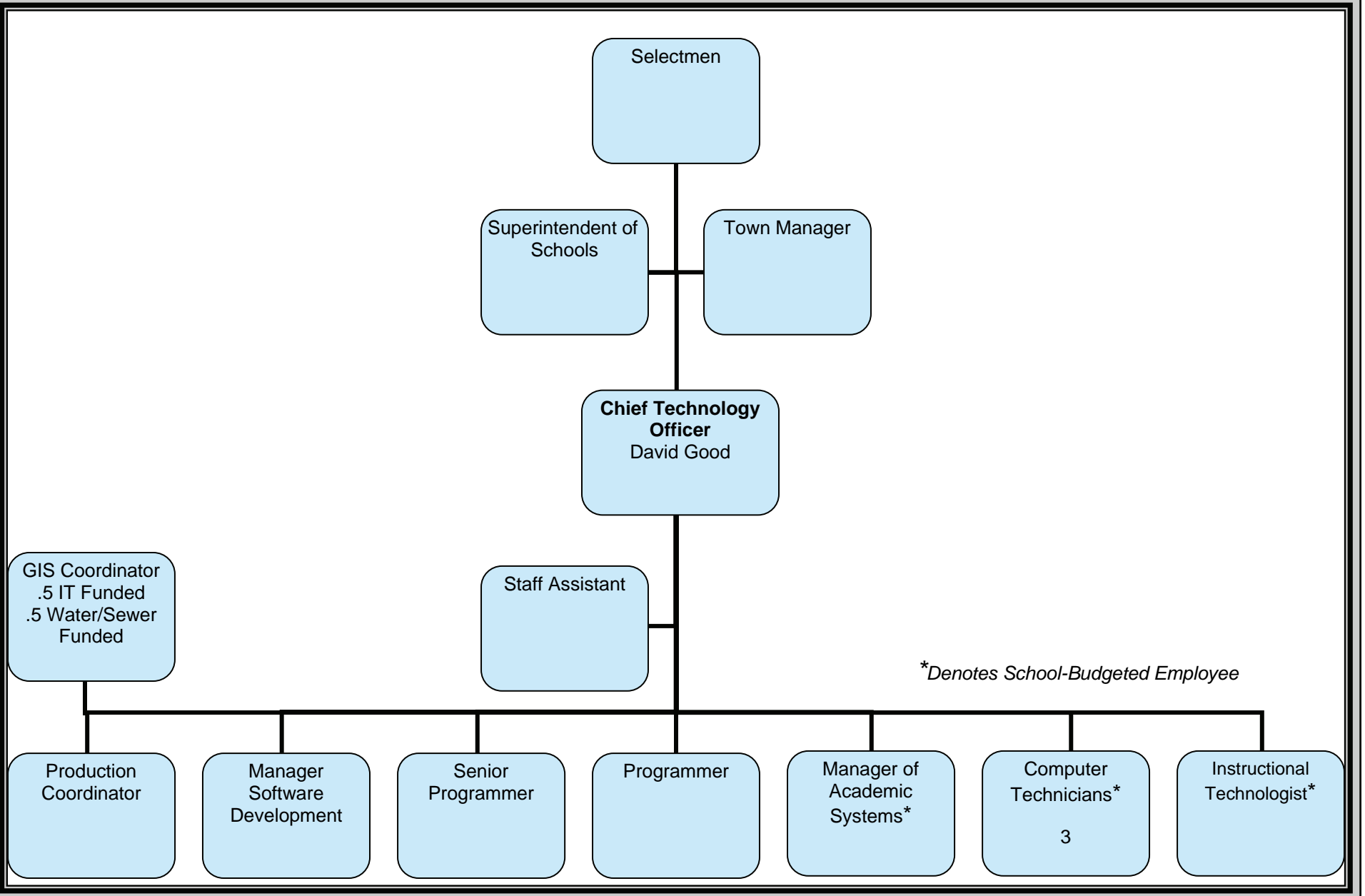
Information Technology	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Personal Services	326,773	368,225	369,235	
Expenses	167,326	169,655	177,660	
Total	494,100	537,880	546,895	

STAFFING

Information Technology	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Managerial	1	1	1	
Clerical	0.5	0.5	0.5	
Professional/Technical	4.5	4.5	4.5	
Total	6.0	6.0	6.0	

Performance / Workload Indicators

Information Technology	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Computer Upgrades	47	64	55	55
Printer Upgrades	17	15	15	15
Server Upgrades	4	5	5	5





Program Description

The Legal Department commences, prosecutes, and defends all legal actions and other matters on behalf of the Town in all state and federal courts and administrative agencies. The Department functions as a full-service law office handling nearly all of the Town's litigation in-house. In addition to its litigation function, the Department furnishes legal opinions and advice on a daily basis on matters referred to it by the Board of Selectmen, the Town Manager, the School Department, and the various Town Department Heads. Additionally, the Department provides legal advice to all Town officials, boards, committees, and employees concerning their legal responsibilities and prerogatives, attends meetings, and counsels Town departments on legal issues related to operational and project-related matters as they arise. The Department investigates all claims, advises, and monitors Town regulatory compliance and coordinates all legal affairs of local government. The Department also administers, manages, and litigates the entire Town's workers' compensation, police and fire line-of-duty and municipal liability self-insurance programs.

The Town Counsel reviews, advises, and counsels the Town Manager and department heads regarding employee union contract administration and grievance arbitration proceedings.

The Department drafts, reviews, and approves a wide range of legal instruments including agreements, applications, contracts, licenses, releases, leases, easements, deeds, and a multitude of other documents required for the orderly accomplishment of the Town's increasingly complex municipal legal issues.

Budget Statement

The FY2013 budget request is a level service budget and is projected to increase by \$248.

FY2013 Objectives

- Continue to work with other Town departments in an effort to recover various amounts owed to the Town.
- Review all existing Policies and Practices of the Board of Selectmen and make recommendations on streamlining and making them more effective and up-to-date, with specific attention to significant changes in state law relating to Criminal Offender Record Information. Additionally, work with the Board of Selectmen to prepare and finalize new licensing and regulatory requirements for taxi services.
- Prepare Policy Handbook for Board of Selectmen
- Review all Town Bylaws for possible recommendations to update them and make them more effective.
- Coordinate specifically targeted departmental based training on safety procedures and occupational hazards to enhance existing programs aimed at reducing work-related injuries and resultant costs.

PROGRAM COSTS

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Legal				
Personal Services	256,822	287,904	288,153	
Expenses	129,175	138,351	138,350	
Total	385,997	426,255	426,503	

STAFFING

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Legal				
Managerial	2	2	2	
Clerical	1.5	1.5	1.5	
Professional/Technical	1	1	1	
Total	4.5	4.5	4.5	

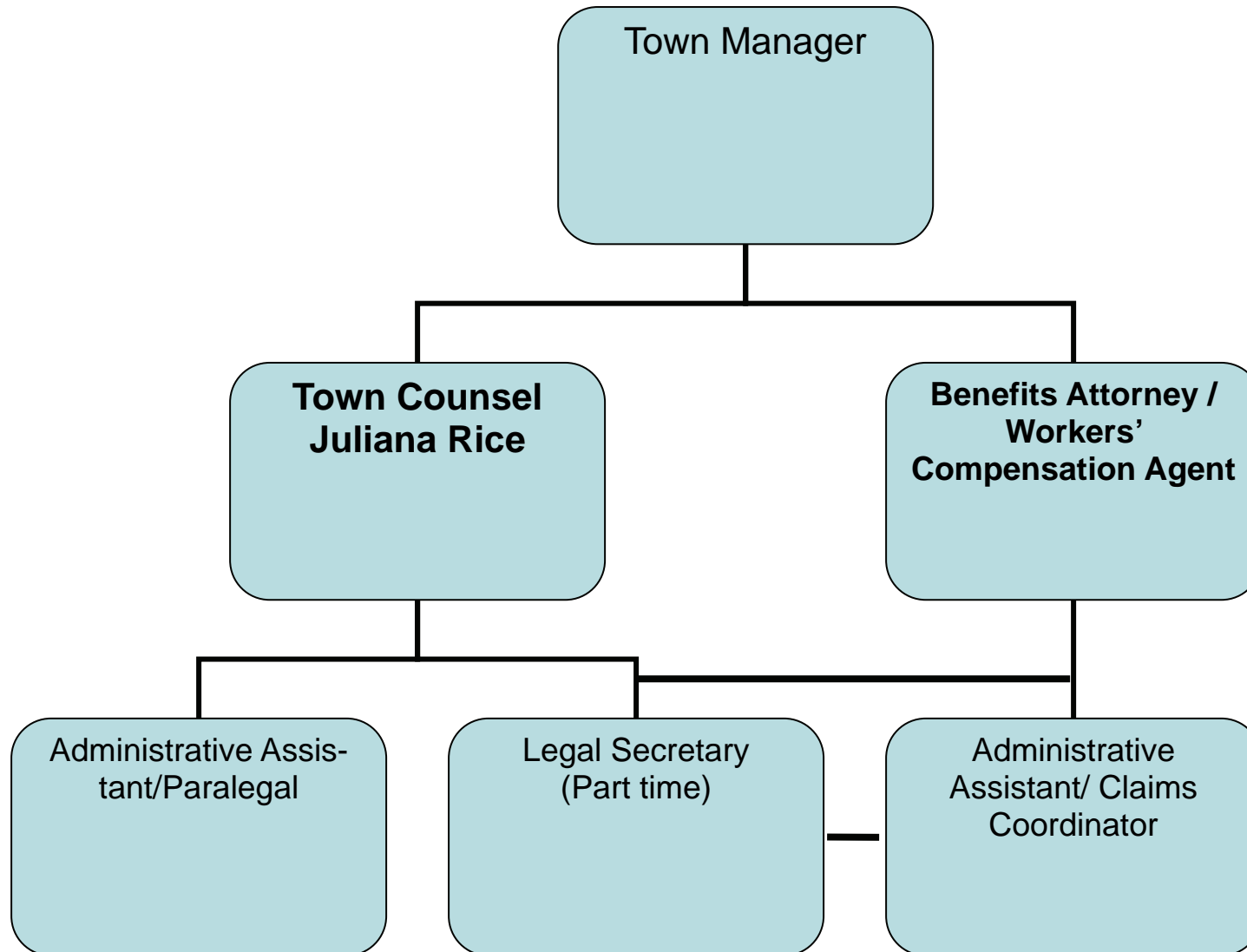


Major Accomplishments for 2011

- Investigated and defended sixty-two M.G.L. Chapter 84 claims (injuries or property damage as a result of a claimed defect in a public way) pending against the Town in FY11.
- Investigated and defended sixty-eight M.G.L. Chapter 258 claims (Massachusetts Tort Claims Act).
- Handled multiple other contract and non-Chapter 84/258 claims and disputes involving the Town.
- Successfully litigated and concluded several workers' compensation claims, resulting in significant savings to the Town. The ongoing loss prevention and injury awareness programs continues to be an effective tool in limiting the total number of work related injuries.
- Successfully implemented the First Point of Medical Contact for all work related injuries.
- The Department continues to maintain the Town's long record of zero monetary payments resulting from adverse court judgments.
- Pursuant to M.G.L. Chapter 41, §§100 & 111F, subrogation claims were filed against non-employee individuals deemed to be responsible for injuries to our uniformed personnel. As has been the case in the past, monetary recovery is anticipated on these claims and will be returned to the General Fund.
- Continued to work with Town and School departments to facilitate compliance with State Conflict-of-Interest Law, Public Records Law, Open Meeting Law, and other state-law requirements.
- Prepared Legal Handbook for municipal employees, boards, and commissions.

Performance / Workload Indicators

<i>Legal/Worker's Compensation</i>	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
MGL Chapter 84 Claims				
<i>Personal injury/property damage as a result of a claimed defect in a public way</i>				
Total	80	51	50	50
Claims closed	16	20	25	25
New claims	26	26	25	25
MGL Chapter 258 Claims- <i>Massachusetts Tort Claims Act</i>				
Total	57	59	55	55
Claims Closed	10	13	20	20
New claims	23	22	20	20
Fire - Injured on Duty Claims	10	28	15	15
Police - Injured on Duty Claims	4	11	10	8



Fiscal Year 2013 Budget



Town Clerk Board of Registrars

Program Description

The Town Clerk's Office ensures accurate compliance with constantly changing State laws relative to the Town Clerk and Registrars of Voters. It provides efficient and courteous service to the general public. The Department's primary responsibilities are the following:

- Conduct and certify all primaries and elections.
- Record and certify votes at Town Meetings.
- Record, file, index and certify all certificates, documents, licenses, permits and vital statistics, such as births, marriages, deaths, businesses, raffle certificates, and dog licenses.
- Conduct an annual census.
- Certify nomination papers, petition forms, residency, voter certificates, and warrant articles.
- Provide updated data on cd's upon request.
- Consulted with a records management firm for recommendations on updating the office.

Budget Statement

Due to an internal shift in personnel, step increases, longevity, and union rates, the budget for the Town Clerk's Office has increased from fiscal year 2012. We are diligently working on cost effective ways to decrease our budget for the next fiscal year.

FY2013 Objectives

- Our long range plans include the organization of the Civil Defense area to serve as an Archive Retrieval area for each office; this particular process will take a few years. This will enhance our progress in record management and the overall result will be beneficial to the entire town.
- We will continue implementing our technology updates upon receipt of software and equipment from the IT Department.
- The 2012 Annual Census will be reformatted to include specific areas under the occupation category as requested by the Planning Department.

PROGRAM COSTS

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Town Clerk				
Personal Services	286,716	204,199	210,457	
Expenses	24,202	27,600	27,600	
Total	310,918	231,799	238,057	-

STAFFING

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Town Clerk				
Managerial	1	1	1	
Clerical	2.45	2	2.25	
Professional/Technical	1	1	1	
Total	4.45	4	4.25	



Major Accomplishments for 2011

- Effectively conducted two elections – resulting in more than 1609 absentee ballots provided to voters.
- Submitted all bylaw amendments voted at town meeting to the Attorney General's Office for approval and supplied additional information when requested.
- Compiled bond certification documents to be filed by the Treasurer's Office, and submitted loan authorization materials to the Department of Revenue.
- The Registrar purged and updated inactive voters to accurately conform to the 2012 voting list, which will eliminate any delay for voters at the polls on Election Day.
- Implemented new birth software which now allows us to download new birth certificates via computer in an expedited manner.

Performance / Workload Indicators

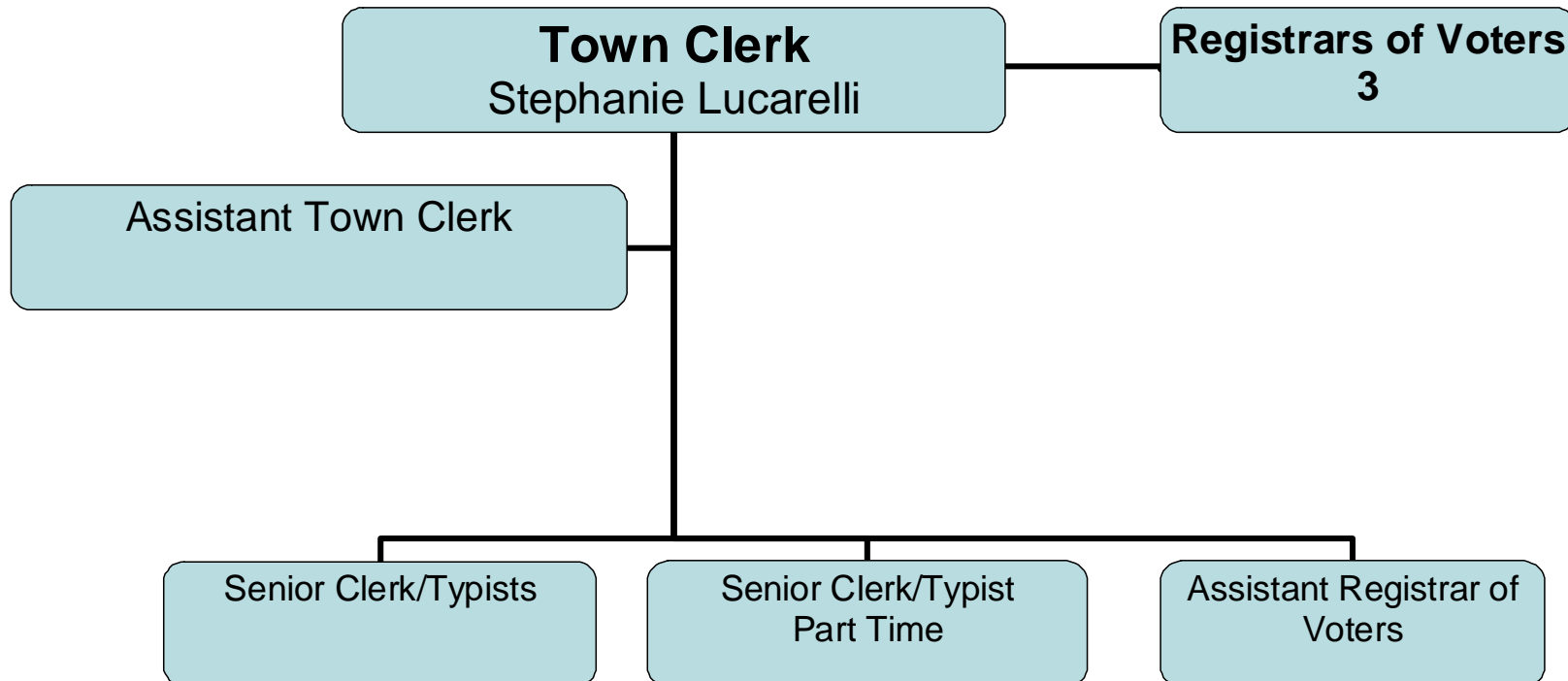
	FY2010 Actual	FY2011 Estimated	FY2012 Estimated	FY2013 Estimated
Marriage Licenses	217	250	225	221
Death Certificates	388	375	400	365
Birth Certificates	596	600	600	525
Dog Licenses	1,589	1,600	1,700	1,780
Sporting (Conservation) Licenses	237	425	225	0
Town Meeting Sessions	10	10	9	9
Special Town Meeting Sessions	1	2	1	1
Registered Voters	29,434	30,200	30,000	29,500
Fees Generated	\$ 107,853	\$ 72,000	\$ 76,000	\$ 79,000

PROGRAM COSTS

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Board of Registrars				
Personal Services	36,416	45,273	39,564	
Expenses	11,762	12,590	13,550	
Total	48,178	57,863	53,114	-

STAFFING

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Board of Registrars				
Managerial				
Clerical	1	1	1	
Professional/Technical				
Total	1	1	1	





Program Description

Parking permit issuance and parking violation collection operation is performed by the Treasurer's office at the request of the Board of Selectmen. The Treasurer's office is responsible for the timely processing of parking permits and collection of parking tickets issued. Those responsibilities include:

- The collection of parking tickets issued by the police department.
- The collection and processing of all monies received from parking meters.
- Billing of delinquent parking tickets.
- Resolving appeals through an established hearing process.
- The marking and clearing of delinquent parking tickets with the Registry of Motor Vehicles.
- Managing four parking machines in Town, with maintenance support from DPW / Maintenance.
- Managing, administering and processing of parking permits and the special permits program.

Budget Statement

- Joint review with Town Managers office and Board of Selectmen to determine alternatives to current parking meter operation
- Financial impact of alternatives to be analyzed

FY2013 Objectives

- Complete review of parking operations
- Prepare draft implementation plan for possible modifications to existing parking operations
- Working with Selectmen's Office, Police, and Public Works reviewing parking-zone signage in the business districts
- Continue reviewing fee structure and duration of parking permits with selectmen sub-committee

PROGRAM COSTS

Parking	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Personal Services	77,182	79,815	80,015	
Expenses	38,687	28,935	28,935	
Total	115,869	108,750	108,950	-

STAFFING

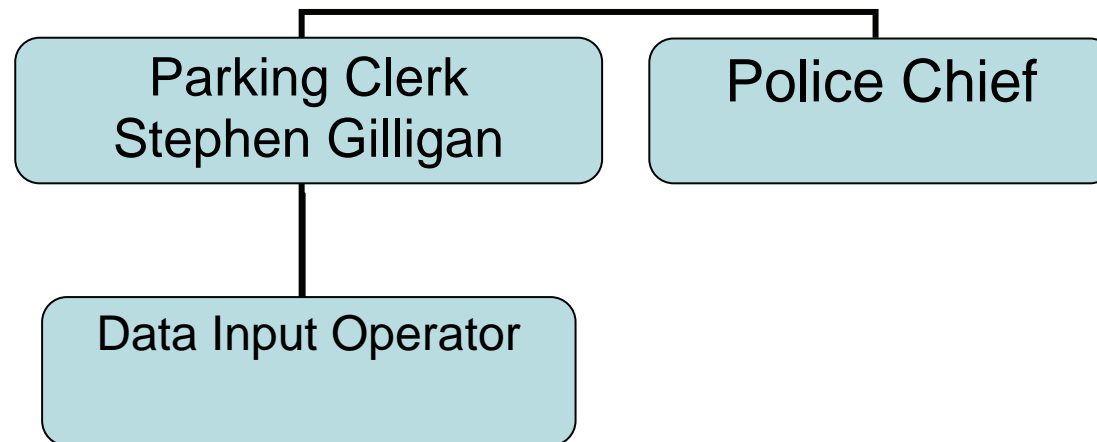
Parking	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Managerial				
Clerical	1	1	1	
Professional/Technical				
Total	1	1	1	

Major Accomplishments for 2011

- Continue to work with Police Department to implement towing and other programs to collect delinquent violation payment
- Continue to work with the DPW Maintenance Department to maintain our four parking meters.

Performance / Workload Indicators

Parking	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Number of tickets issued	13,533	12,548	13,423	13,423
Revenue	\$354,536	\$255,043	\$334,174	\$334,174
Meters Collected	\$ 78,840	\$ 67,359	\$ 69,525	\$ 69,525
Parking Permits	\$135,936	\$148,124	\$123,212	\$123,212
Total Viol. / Meter / Permit Revenue	\$569,312	\$470,526	\$526,910	\$526,910



**Program Description**

The Planning Department's responsibilities include discerning the public interest in land use, environmental, economic, and development issues. Based on public and other input the Department is then responsible for directing compatible development and redevelopment. The Department conducts planning studies, implements plans and studies, supports the Arlington Redevelopment Board (ARB), oversees the Conservation Administrator, manages properties, encourages and provides affordable housing, and obtains grants. The largest grant administered by the Department is the annual Community Development Block Grant (CDBG), which awards over \$1,300,000 for 41 activities. The Department also manages tenants in the following buildings operated by the ARB: the former Central School, the 23 Maple Street house, and the Jefferson Cutter House.

Budget Statement

The FY2013 budget request is projected to increase by \$78,703 from FY 2012. This is due to the Department planning staff funding from Community Development Block Grant (CDBG) being reduced. Building management duties that had been in a position eliminated in FY2012 will be added to a part-time planner position. The FY2013 Redevelopment Board budget request is an increase of \$5,422, due to increased maintenance and energy costs at the Gibbs school.

STAFFING

Planning & Community Development	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Managerial	1	1	1	
Clerical	1	1	1	
Professional/Technical	2.8	4.3	4.3	
Total	4.8	6.3	6.3	

PROGRAM COSTS

Planning & Community Development	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Personal Services	215,645	274,935	362,508	
Expenses	17,437	25,070	16,200	
Total	233,082	300,005	378,708	-

FY2013 Objectives

- Convene citizen engagement sessions to determine the community's vision, goals and policies for Arlington's long-term comprehensive master plan
- Develop Economic Development strategies for attracting innovative entrepreneurs and start-up companies to locate in Arlington
- Analyze and propose policies to further preserve business use in business districts and to expand business and clean industries where appropriate
- Mill Brook plan: Complete the identification of properties to develop a strategy for owner outreach to improve connections from Mass Ave and the Minuteman Bike Path to the Mill Brook where possible, improve water quality and stream bank conditions, integrate the Mill Brook into the design of new development, and to foster historic interpretation of the Mill Brook.
- Monitor Symmes construction to ensure compliance with the Neighborhood Protection Plan, the marketing plan for the condominium component, and all other requirements of the Symmes Land Disposition Agreement.
- Oversee community and business relations aspects of Mass Ave Corridor phase 1 construction
- Oversee community and business relations aspects of Route 60-Mystic Street -Mass Ave intersection improvements

PROGRAM COSTS

Redevelopment Board	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Personal Services	29,477	31,610	30,957	
Expenses	4,748	9,750	10,800	
Gibbs	236,511	195,485	200,510	
Parmenter	3,357	15,000	15,000	
Crosby	10,750	15,000	15,000	
Dallin Library	5,978	5,000	5,000	
Total	290,820	271,845	277,267	-



Major Accomplishments for 2011

- Successfully engaged Symmes developers to ensure construction would commence with improved site plan and development before special permit expiration
- Secured a voting seat for the Town on the Boston Metropolitan Planning Organization (MPO)
- Chaired Regional Transportation Advisory Committee and Metropolitan Area Planning Council (MAPC) Inner Core Committee
- Received 25% design approval of Mass Ave Corridor Project from Mass Department of Transportation ; began 75% design.
- Held business community input session on Mass Ave Corridor Project for east Arlington businesses
- Held Mass Ave Review Committee meeting on 75% design in July 2011
- Secured federal Clean Air Mobility Program (CLAMP) grant funding; Developed design options with committee, presented to Selectmen
- MBTA Key Bus Routes—Route 77 bus improvements; Reviewed plan in order to protect Arlington's residents' needs for bus stops and facilities improvements. Recommendations approved by Selectmen.
- 30-50 Mill Street (former Brighams site) Housing; Negotiated rent regulatory agreements for affordable units. Received approval from MA DHCD to allow local preference for 70% of these affordable units.
- Secured Tri-Community grant for Minuteman Bikeway signs and brochure.
- Advanced planning of the Battle Road Scenic Byway to recognize, protect and enhance the unique historic, scenic, cultural and recreational resources along the byway, including preservation of the character of the corridor, expansion of economic opportunities, development of balanced tourism and a context in

Performance / Workload Indicators

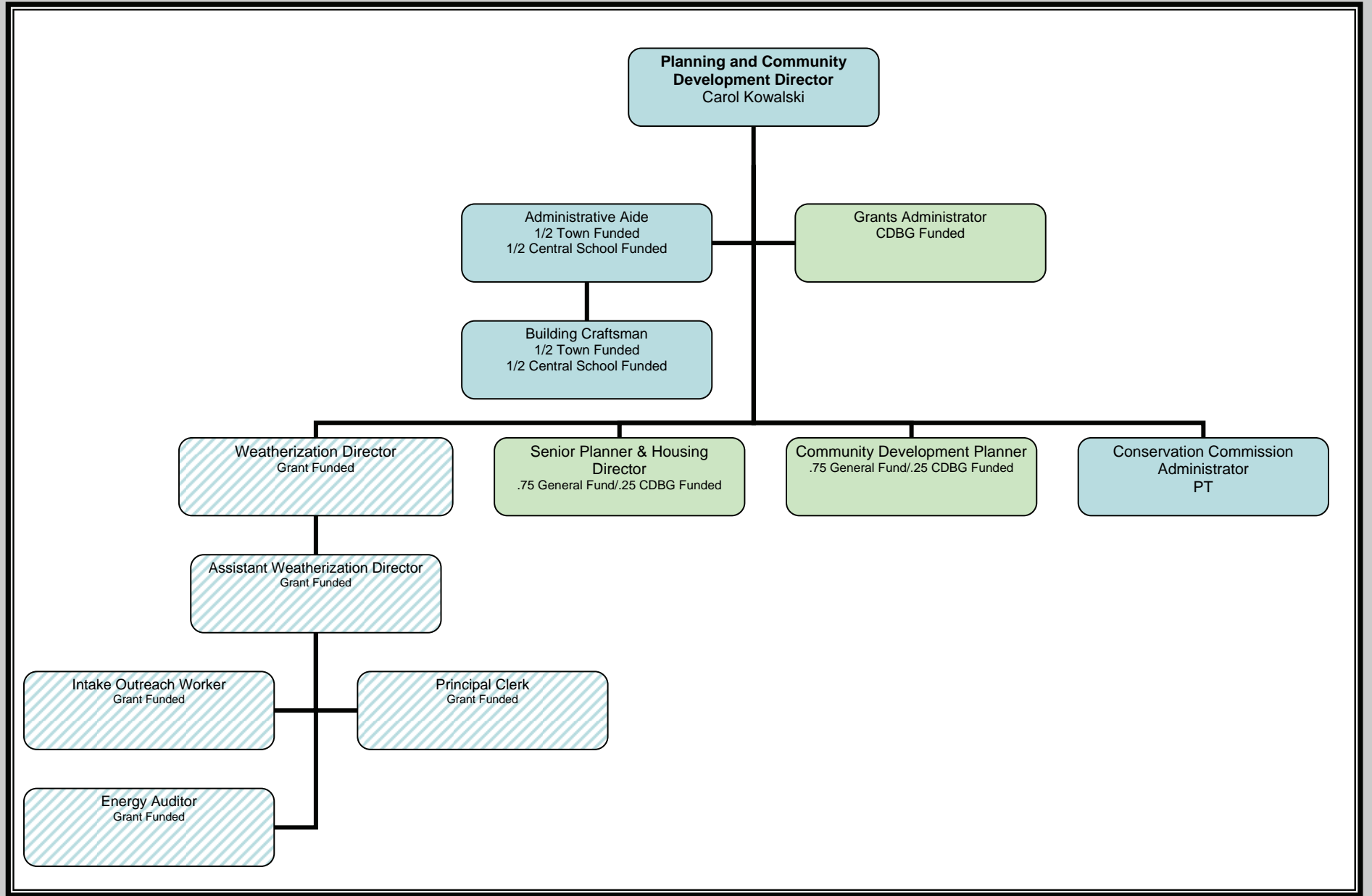
<i>Planning & Community Development</i>	FY2010 Actual	FY2011 Estimated	FY2012 Estimated	FY2013 Estimated
Room rental fees	\$ 14,000	\$ 15,000	\$ 4,000	\$ 5,000
Evening Meetings attended	262	275	275	275
Attendance at meetings outside of Arlington	82	60	50	50
Sign Permit Applications Reviewed	50	20	20	20
Contracts negotiated and administrated	50	8	4	4
Zoning Board Applications reviewed	20	20	20	20
Citizen inquiries	174	250	275	275
Bldg Maintenance Requests	1,400	1,500	1,500	1,500
CDBG Funds Administered	\$1,302,441	\$1,431,536	\$1,250,000	\$1,000,000

Performance / Workload Indicators

<i>Conservation Commission</i>	FY2010 Actual	FY2011 Estimated	FY2012 Estimated	FY2013 Estimated
Evening Meetings attended	24	24	24	24
Conservation Permits - Reviewed and Issued	19	18	18	18
Citizen inquiries	250	250	250	250

STAFFING

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Redevelopment Board				
Managerial				
Clerical				
Custodial/Bldg.Maint.	0.5	0.5	0.5	
Total	0.5	0.5	0.5	





Program Description

The Zoning Board of Appeals interprets and enforces the Zoning Bylaw for the Town of Arlington. Hearings are generally held on the second and fourth Tuesdays of the month, as needed. The Board is comprised of the Chairman and two associate members, including an attorney and a licensed architect who listen to testimony and render decisions based on a unanimous vote of the board. It is the Board's responsibility to issue the legal documentation required relative to the approval or denial of each petition. There are also two alternate members who may sit in absence of a regular member.

Budget Statement

The budget proposed for FY2013 is reduced by \$3.

FY2013 Objectives

- Work with the Inspections Division and Planning Department to provide the services required to support the Zoning Bylaw for the Town of Arlington.
- Provide prompt and informed decisions on all applications submitted to the Zoning Board of Appeals.
- Make decisions which uphold the original intent of the Zoning Bylaw.
- Instill confidence in the petitioners and applicants that they have been rendered a fair and equitable decision.

Major Accomplishments for 2011

The Zoning Board of Appeals heard and rendered decisions on twenty petitions for Special Permits and/or Variances.

Performance / Workload Indicators

<i>Zoning Board of Appeals</i>	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Applications	34	30	30	32
Revenue	\$ 12,204	\$ 11,200	\$ 11,200	\$ 12,000

PROGRAM COSTS

<i>Zoning Board of Appeals</i>	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Personal Services	15,166	13,981	13,981	
Expenses	5,571	4,103	4,100	
Total	20,737	18,084	18,081	

STAFFING

<i>Zoning Board of Appeals</i>	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Managerial				
Clerical	0.5	0.5	0.5	
Professional/Technical				
Total	0.5	0.5	0.5	



Zoning Board of Appeals
5 Member Board

Principal Clerk
Part Time



PUBLIC WORKS

PUBLIC WORKS • STREETLIGHTS



Program Description

The Public Works Department is comprised of 8 separate divisions:
The Divisions are:

- Administration
- Engineering
- Cemeteries
- Natural Resources (Parks and Trees)
- Properties (Building Maintenance, Custodial)
- Highway
- Motor Equipment Repair
- Water / Sewer Utilities

The Department is responsible for 100 miles of public roadways, 250 miles of water and sewer pipes, 75 miles of storm drains including 3,500 catch basins, numerous parks, playgrounds, athletic fields and open lands, and 18,000 public trees. In addition, the Department maintains over 150 Town vehicles and operates three service utilities: Water, Sewer and Solid Waste.

FY2013 Objectives

- Assist all DPW divisions with fully utilizing WebQA.
- Evaluate options for creating a customer DPW call center, a Town wide customer call center, or even a Dial-311 municipal call center.
- Evaluate and improve Contract setup and bill payment efficiency.
- Establish a Safety Committee.

PROGRAM COSTS

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Public Works				
Personal Services	2,095,793	2,365,992	2,296,068	
Expenses	6,533,528	5,458,431	5,392,216	
Total	8,629,322	7,824,423	7,688,284	-

Budget Statement

The Administration Department Personnel Services are up \$23,217. This increase is due to an increase in personnel fixed costs and the creation of a part time Energy Manager position. The Expense budget remains unchanged from FY12.

STAFFING

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Public Works				
Managerial	7	7	7	
Clerical	5	4.5	4	
Professional/Technical	4	4	4.5	
Public Works	46.6	45.6	44.6	
Total	62.6	61.1	60.1	



Major Accomplishments for 2011

- Updated usage and financial projection spreadsheet and completed a comprehensive projection on the financial health of the Water/Sewer Enterprise Fund.
- Held two Community Collection Days to promote recycling and reuse.
- Continued to pursue 3 million dollar grant from FEMA for use in reducing flood events along the Mill Brook.
- Prepared application for FEMA reimbursements resulting from Tropical Storm Irene.
- Oversaw contracted aquatic weed harvesting contract in Spy Pond and the Arlington Reservoir.
- Managed contracted curbside collection and disposal of 14,500 tons of solid waste.
- Managed contracted curbside collection and disposal of 2,300 tons of yard waste for composting.
- Managed contracted curbside collection and disposal of 4,400 tons of recyclables.

Performance / Workload Indicators

	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Administration				
Purchase Orders Processed	1,499	1,446	1,400	1,400
Water/Sewer bills generated	24,818	24,874	25,000	25,000
Citizen inquiries	33,000	33,000	33,000	33,000

PROGRAM COSTS

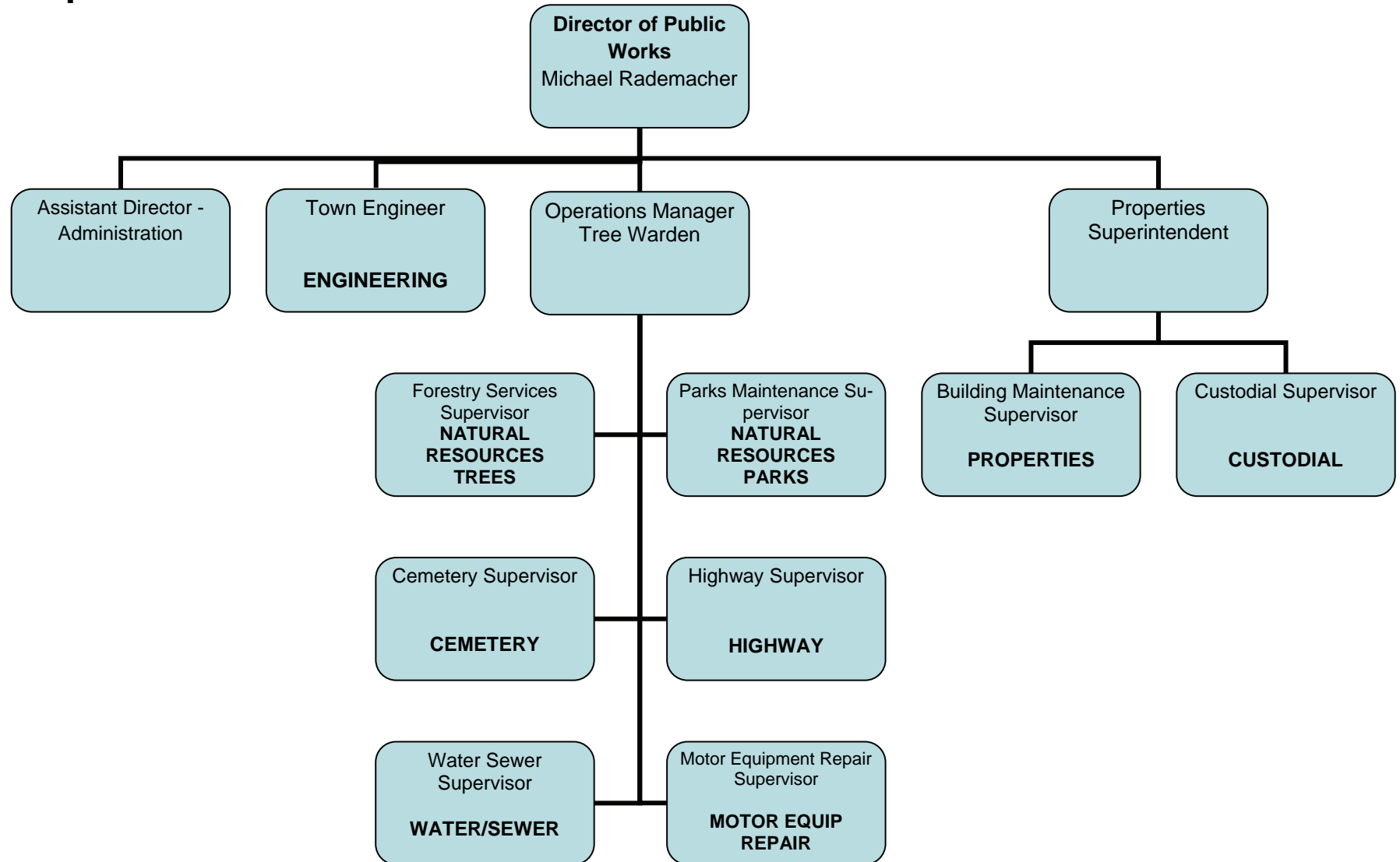
Public Works Administration	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Personal Services	235,569	177,157	200,374	
Expenses	20,011	23,400	23,400	
Total	255,580	200,557	223,774	-

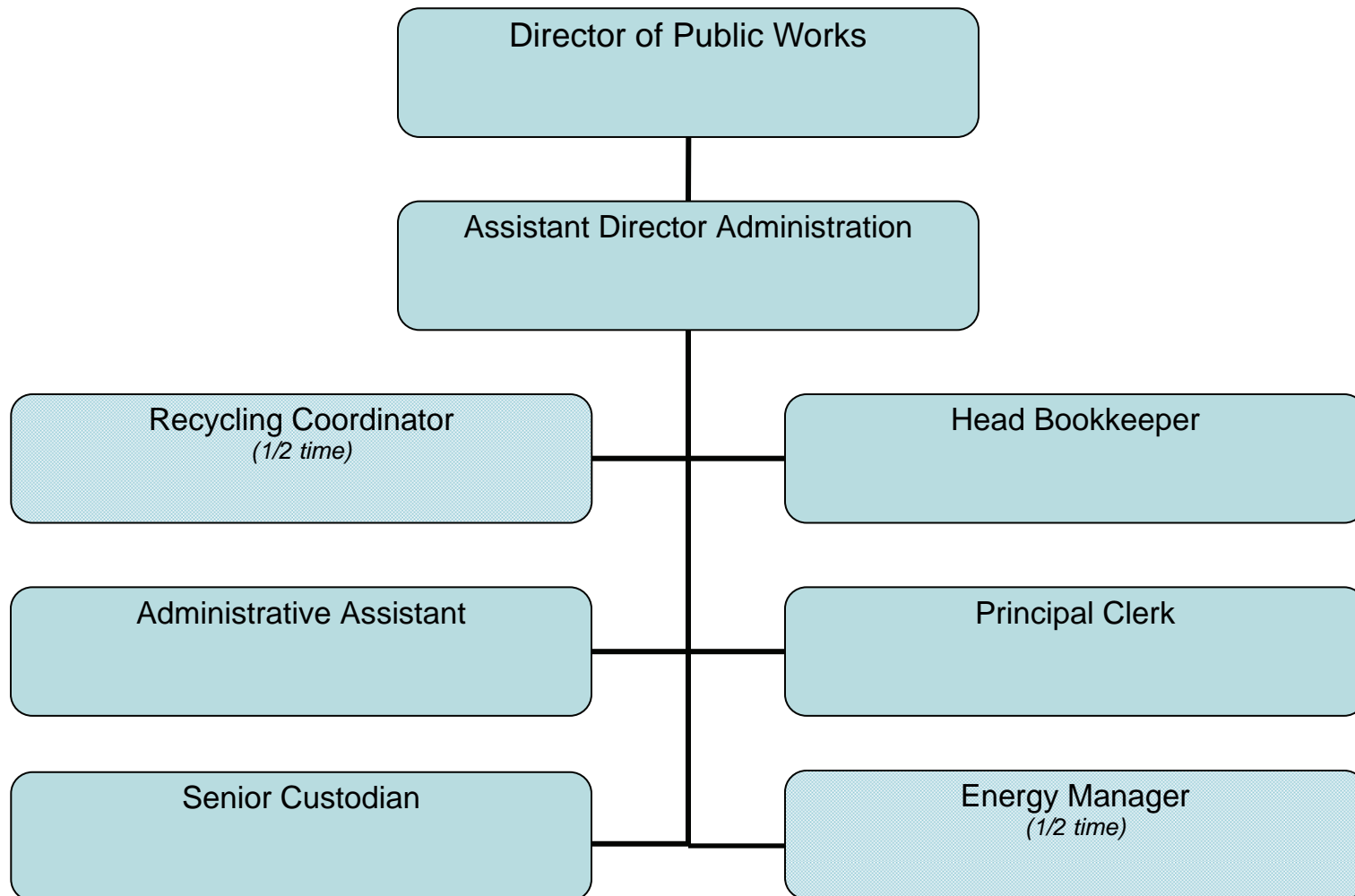
STAFFING

Public Works Administration	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Managerial	2	2	2	
Clerical	4	3.5	3	
Professional/Technical		0	0.5	
Custodial / Bldg. Maint.	1	1	1	
Total	7	6.5	6.5	



Department of Public Works







Program Description

The Engineering Division has the following responsibilities:

- Technical design of plans and specifications for municipal infrastructure improvements.
- Overseeing contracted construction projects including reviewing and processing of invoice payments.
- Inspection for construction quality assurance within public properties and roadways including inspection of the trench and property restoration work by private contractors and other utilities.
- Record keeping and plan updating for Town roadways, sidewalks, water/sewer lines and parks.
- Technical support and construction oversight assistance for other Town Departments, most commonly the Planning/Community Development and Recreation Departments.
- Overseeing and managing our Traffic Signals Maintenance Contractor.
- Reviewing, preparing reports on, and regulating the impact of private developments on our water/sewer utilities, roadways, sidewalks and other Town assets.
- Performing private way improvement plans, cost estimates and betterments processing.

Budget Statement

The Departmental request for Operations Expenses does not change from FY12. Departmental Personnel Services are up \$11,471 due to increases in personnel fixed costs.

PROGRAM COSTS

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Engineering				
Personal Services	72,865	86,365	97,836	
Expenses	18,033	14,300	14,300	
Total	90,898	100,665	112,136	-

FY2013 Objectives

- Update Pavement Management System to include surface condition assessment, software updates and develop criteria for improved capital planning.
- Prepare and coordinate 5 year capital improvement plan for roadways, water and sewer infrastructure improvement.
- Prepare construction specifications and contract documents, coordinate, supervise and monitor annual construction projects: water rehabilitation, sewer rehabilitation, roadway improvements.
- Oversee and coordinate environmental quality monitoring, compliance requirements and implement efficient and effective measures and controls.
- Development and coordinate a Stormwater Awareness Series to provide outreach and educational opportunities to residents regarding issues pertaining to stormwater runoff, water quality, erosion and flood control etc.
- Develop plans and coordinate survey for Regional Transportation Improvement Plan (TIP) project proposals for Mass. Ave-Phase 2, and Gray Street.
- Increase coordination between DPW & GIS to plan, develop, and identify areas for monitoring and tracking infrastructure improvements, permit tracking and environmental compliance data.
- Update traffic signal equipment data including updating records for signal timing & sequence data and pedestrian crossing cycles.
- Update sewer pump stations to include installation of telemetry units to collect station pump data and provide staff with real-time emergency notification and updates.
- Review existing storm water regulations and bylaws to ensure compliance with current EPA requirements and develop if necessary additional criteria and standards for consideration to improve and update the current improved requirements.

STAFFING

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Engineering				
Managerial				
Clerical				
Professional/Technical	4	4	4	
Public Works				
Total	4	4	4	

**Major Accomplishments for 2011**

- Provided technical support to several projects of the Transportation Advisory Committee.
- Monitored and coordinate Forest Street reconstruction project. (\$1.5 M in Federal-ARRA grant funding) with MassDOT.
- Reviewed and updated procedures for managing utility trench repairs, street permitting.
- Continued to develop a town-wide inventory of sidewalk ramps and locations where sidewalk ramps are needed.
- Oversaw and coordinated development of a 10 year capital improvement plan for water distribution system.
- Oversaw the development of specifications, contract preparation and construction for the 2011 Capital Improvement projects including:

Handicap ramp program (\$175,000)

Roadway re-surfacing improvements (\$1,500,000)

Sewer rehabilitation services (\$1,500,000)

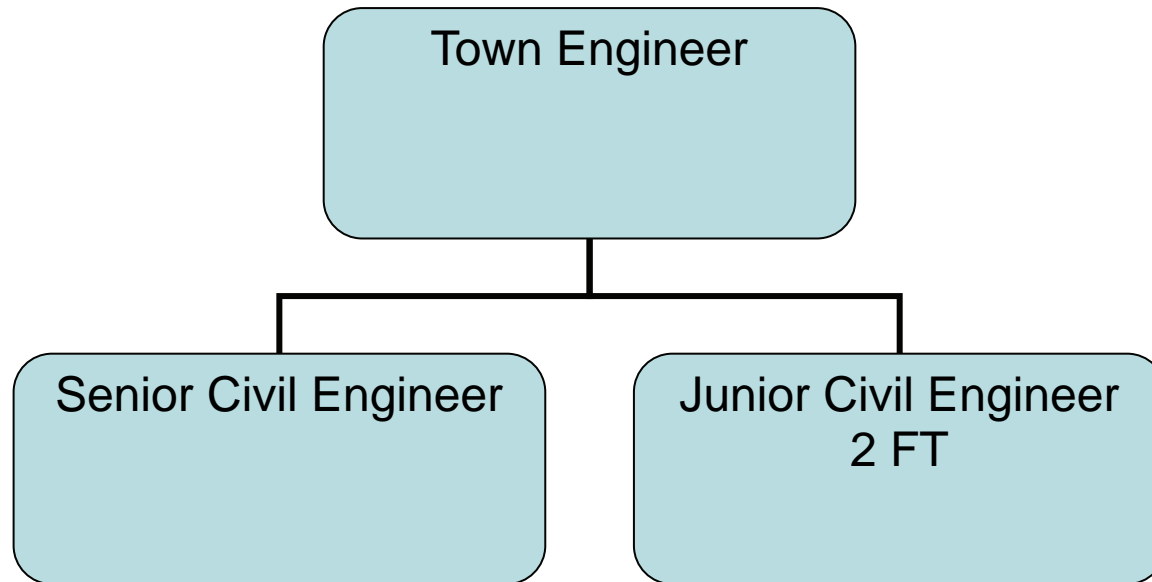
Water rehabilitation (\$650,000 – moved to Spring 2012)

Drainage improvement projects (\$250,000)

- Increased communication and outreach to residents and abutters for major construction projects including email notices, flyer notifications, web alerts, and project web updates etc.
- Oversaw construction administration services, design services and investigation of the Sanitary Sewer Inflow and Infiltration Improvement Program.

Performance / Workload Indicators

Engineering - Contracted work-Linear Feet	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Roadways Rehabbed/Paved	12,500	25,500	25,000	25,000
Sidewalks replaced	1,897	1,950	2,400	2,400
Granite Curb- Placed or Replaced	1,345	1,275	1,400	1,400



**Program Description**

The Cemetery Division is responsible for the care and maintenance of the Mt. Pleasant Cemetery and the Old Burying Grounds. The Mt. Pleasant Cemetery is an active cemetery comprised of 62 acres of land and accommodates an average of 200 burials per year. The Old Burying Grounds is an inactive, historical community cemetery of 6 acres. Three volunteer Cemetery Commissioners make recommendations to the Town Manager on rules, regulations and fees to the Town Manager.

Budget Statement

The request for Operating Expenses is up by \$900 due to an update in the Clothing Allowance and the funding of a Training line item. Personnel Services have increased \$6,406 due to personnel fixed cost increases.

FY2013 Objectives

- Investigation of a Chapel repair & renovation project to increase use of the chapel and provide for installation of a
- a columbarium.
- Continued pursuit of cemetery expansion including grave sites and columbariums.
- Assign numbers to new gravesites.
- Pursue green burials.
- Continuation of stone repair and restoration.
- Prepare CAD mapping of burial plots and a GIS Database for all records.
- Prepare preliminary plan and refined cost estimate for water system replacement within the Mt. Pleasant Cemetery
- Prepare preliminary plan and refined cost estimate for roadway repairs within the Mt. Pleasant Cemetery.

PROGRAM COSTS

Cemetery	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Personal Services	63,235	49,187	55,593	
Expenses	147,140	154,900	155,800	
Total	210,376	204,087	211,393	-

STAFFING

Cemetery	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Managerial				
Clerical	1	1	1	
Professional/Technical				
Public Works	4.6	2.6	2.6	
Total	5.6	3.6	3.6	

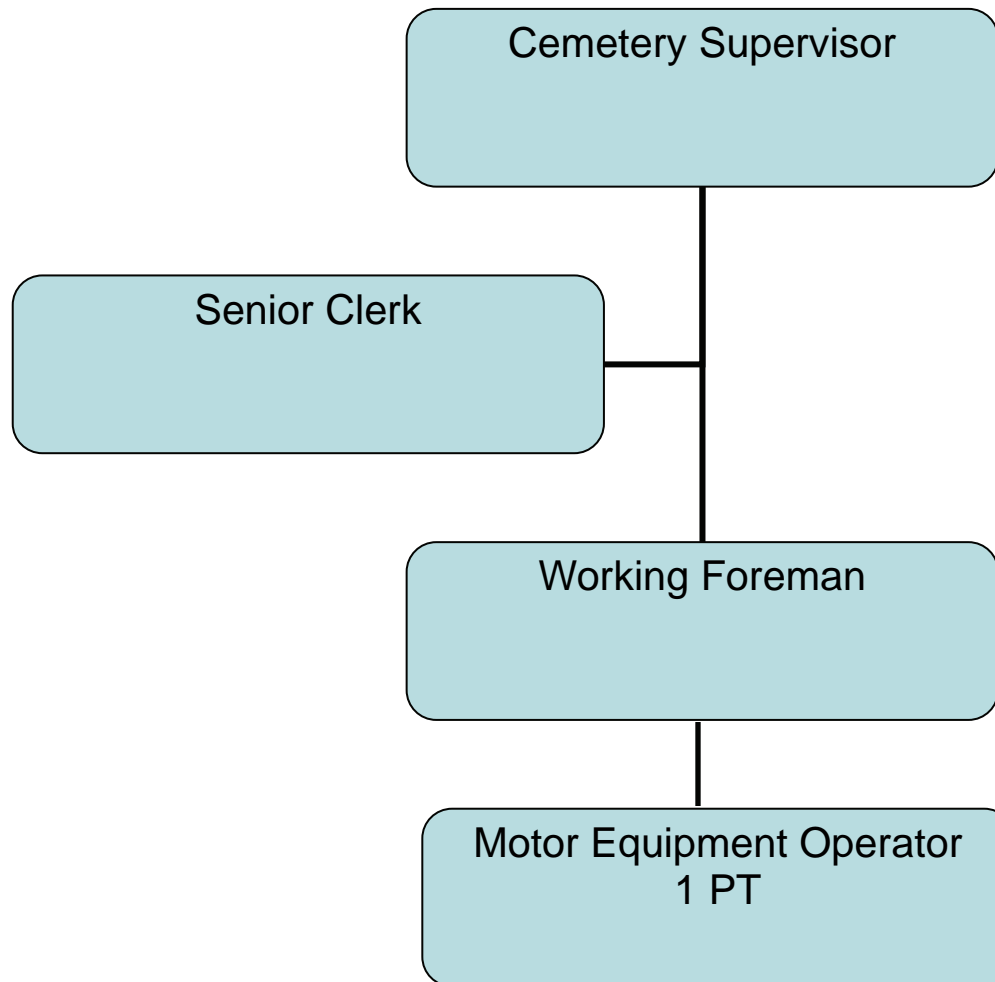


Major Accomplishments for 2011

- Bid 3-year contract for grounds maintenance services.
- 4 step turf maintenance program was put in place.
- Performed 215 (to date) total internments of which 59 were cremains.
- Ground Penetrating Radar was performed to investigate additional cemetery space.
- Continued program of cleaning old stones and monuments in Mt. Pleasant Cemetery
- Was active member of Cemetery Expansion Committee to bring cemetery expansion to Cooke's Hollow.

Performance / Workload Indicators

<i>Cemetery</i>	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
New Grave Sales	59	65	65	65
Funeral	224	235	225	225
Excavations/Closures				
Funeral Resorations	272	185	200	200
Loam & Seed - Areas restored	179	161	180	180
Headstones Straightened	267	143	260	260
Restore/Place markers	244	111	260	260
Foundations	6	6	20	20
Repaired/Constructed				
Flowers / Bushes - Areas Planted	130	63	100	100
Chapel Cleanings	58	52	52	52





Program Description

The Natural Resources Division provides management, care and maintenance of the Town's open space lands, public parks, playgrounds and athletic fields. The primary facilities include nineteen (19) athletic fields, twenty-six (26) playgrounds, and parks including Reservoir Beach, North Union Spray Pool, Menotomy-Rocks Park, McClennen Park, Town Hall Gardens, Minuteman Bike Path, Broadway Plaza and the Whittemore-Robbins grounds. The division also maintains plantings and lawn care in 21 traffic islands.

FY2013 Objectives

- Fully utilize WebQA for work order requests.
- Reconstruct gravel walkways in McLennen Park to eliminate ongoing erosion problems.
- Work with field user groups to establish accepted rules for the use of fields during/after inclement weather.
- Fully staff vacant positions.

Budget Statement

The request for Operations Expenses is up by \$6,100. The increase is due to the funding of a Holiday Lights line item (\$4,500) and an increase in the Clothing Allowance (due to full staffing of the dept.). Personnel Services are down by \$4,378 due to a decrease in personnel fixed costs.

PROGRAM COSTS

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Natural Resources				
Personal Services	645,469	919,479	915,101	
Expenses	182,896	269,300	275,400	
Total	828,365	1,188,779	1,190,501	-

STAFFING

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Natural Resources				
Managerial	2	2	2	
Clerical				
Professional/Technical				
Public Works	15	16	16	
Total	17	18	18	

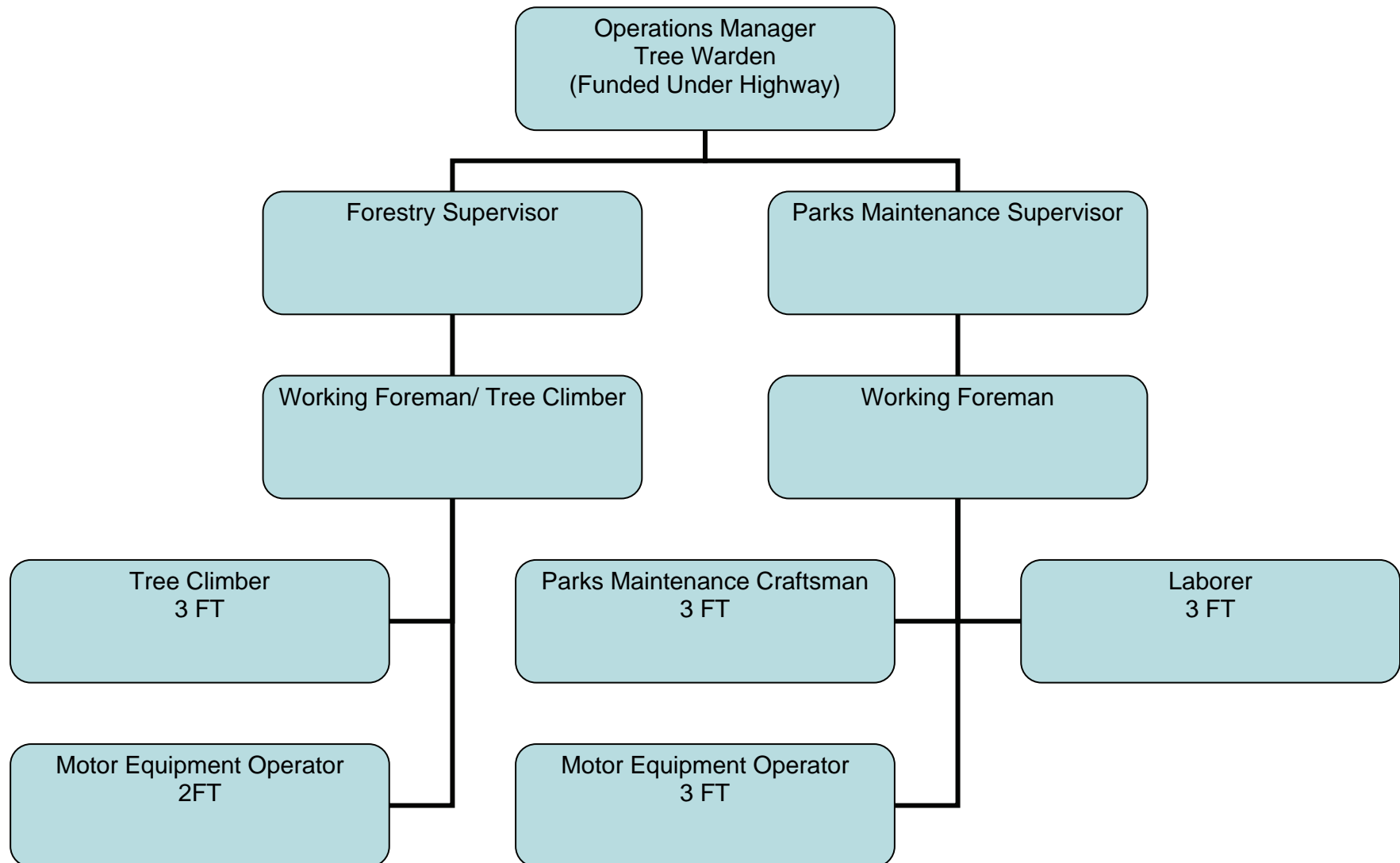


Major Accomplishments for 2011

- Maintained approximately 19,000 shade trees town wide
- Planted 90 trees.
- Installed approximately 2,000 holiday lights
- Maintained "Tree City USA" designation from the National Arbor Day foundation.
- Removed 75 dead or diseased trees.
- Implement improved field turf maintenance schedules.
- Continue to put a priority on prompt graffiti removals.
- Responded to Tropical Storm Irene (significant tree damage).
- Responded to October snow storm (significant tree damage).

Performance / Workload Indicators

	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Natural Resources				
Trees Planted	213	90	150	150
Trees Removed	221	75	200	200
Stumps Removed	207	75	200	200
8 Large Parks Maintained (acres)	66.3	66.3	66.3	66.3
16 Small Parks / Public Spaces (acres)	20.5	20.5	20.5	20.5
20 Landscaped Traffic Islands	1.8	1.8	1.8	1.8





Program Description

The Properties Division of the Department of Public Works is responsible for maintaining all Town and School Buildings. This includes seven Elementary Schools, a Middle School, a High School, the Robbins Library, the Fox Library, Town Hall, four DPW Buildings, three Fire Stations, the Mt. Pleasant Cemetery chapel and garage, the Whittemore-Robbins House, the former Crosby, Parmenter, Gibbs and Central Schools, the Jefferson-Cutter, Jarvis and Mt. Gilboa houses, the Reservoir Beach House, and the Spy Pond Field house. The staff of craftsmen and custodians are budgeted for by the School Department but when the craftsmen work on other municipal buildings, they back charge the appropriate department. The Properties budget of the DPW purchases supplies and contracted services for Town Hall, DPW Yard buildings, the Fox Library, Jarvis and Mt. Gilboa houses.

Budget Statement

The Properties Division consists of building maintenance and custodial services. Wages and personnel services for this division are in the Public Schools budget since the majority of the employee's work is in School Buildings. The DPW Properties funding pays for contracted services and materials in the Town Hall, the Fox Library, the Jarvis and Mt. Gilboa houses, and Buildings A & B at the DPW Yard. The request for Operations Expenses is down by \$2,600. This is due to an increase in the proposed budget for electricity (\$11,400) offset by a decrease in the budget for heating fuel (\$15,000). Each item has been adjusted to better reflect recent year's expenses. An amount of \$1,000 has been included in a Training budget.

FY2013 Objectives

- Installation steam traps town wide.
- Replacement of DPW Garage roof (older clay tiles with new standing seam metal material).
- Oversee repairs to DPW -A & B, BLDG flashing and waterproofing.
- Begin the design for replacement of the Mill Brook Culvert beneath the High School parking lot.
- Develop 20-year capital improvements planning for all of the significant Town Buildings.
- Evaluate options for the rehabilitation of the Spy Pond Field bleachers and stairs.

Major Accomplishments for 2011

- Repaired and painted exterior of Robbin's house cottage barn
- Oversaw the contracted replacement of flat roof sections and repairs of parapets and masonry on DPW Yard, Building B..
- Installed new DPW exhaust fans in garage
- Performed Town wide painting
- Completed the rehabilitation of the 2nd floor Town Hall Annex
- Provided assistance to numerous Town Department for building maintenance.

PROGRAM COSTS

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Properties				
Personal Services				
Expenses	254,649	272,600	270,000	
Total	254,649	272,600	270,000	-



Program Description

The Highway Division responsibilities include:

- Maintenance and Repairs to Town Streets and parking lots including paved surfaces, curbs, sidewalks, shoulders, guard rails, bridges, stairs, and grass edges.
- Maintenance and installation of traffic lines and traffic and park signage.
- Maintenance and repairs to Town drainage systems including pipes, culverts, catch basins, manholes and waterways (both concrete and vegetated channels).
- Street Sweeping services.
- Overseeing of Solid Waste services including trash/recycling collections, bulky items collection /disposal, waste fill disposal, and hazardous waste programs.

FY2013 Objectives

- Continued timely response to resident initiated work requests.
- Fully staff all budgeted positions.
- Increase the amount of sidewalks replaced/repaired.
- Assist with development of a 5-year schedule for specific Highway Improvements, Chap-90 projects, and sidewalk replacements; and post it on the Town Website.
- Assist in identifying Private Ways which need improvements to facilitate safe plowing operations.

Budget Statement

The FY2013 budget request is a decrease of \$75,976. This decrease represents an increase in enterprise offsets, while also recognizing an increase of \$22,221 in the Snow and Ice removal budget.

The request for Solid Waste expenses is up by \$5,500 (essentially unchanged from FY12). All costs have been carried over from FY12 unchanged with the exception of Rubbish Disposal which will see a contractual \$2/ton tip fee increase at the Wheelabrator-Andover facility. This increase was minimized as estimates for tonnage disposal are down from FY12. A new contract for Curbside Collection will be awarded to begin in FY13 and this contract will lower costs while providing for both weekly recycling and weekly yard waste pickup (during yard waste season).

PROGRAM COSTS

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Highway				
Personal Services	816,820	871,629	776,375	
Expenses	3,748,221	3,640,559	3,637,616	
Snow and Ice Removal	1,702,596	577,779	600,000	
Total	6,267,637	5,089,967	5,013,991	-

STAFFING

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Highway				
Managerial	2	2	2	
Clerical				
Professional/Technical				
Public Works	21	21	20	
Total	23	23	22	

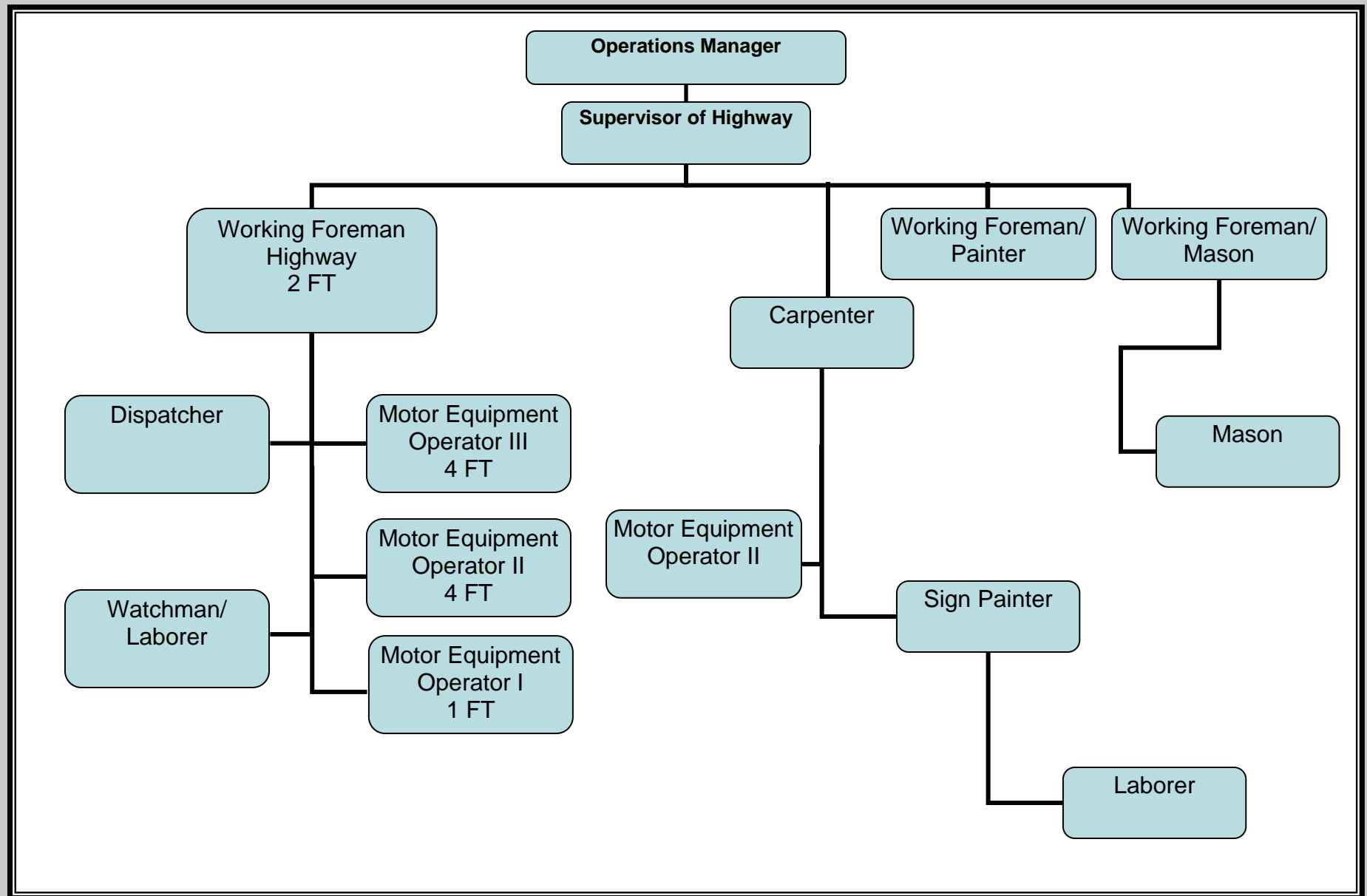


Major Accomplishments for 2011

- Cleaned 635± catch basins in the town streets.
- Swept the streets in all sections of the Town twice with department personnel
- Replaced over 1,475 linear feet of concrete sidewalk
- Replaced over 1,225 linear feet of asphalt sidewalk
- Repaired/replaced 68 catch basins
- Responded to 24 snow events totaling over 95 inches of accumulation
- Placed gravel and re-graded reservoir parking lot
- Re-build storm drain out flow pipe head wall (Gould Road)
- Removed and re-build trash rack in yard
- Installed 30 bike racks at various locations in town
- Installed 4 memorial benches for Recreation Department
- Dug two rain garden areas and prepared area for planting
- Placed gravel and re-graded Warwick Road for Board of Health
- Responded to Tropical Storm Irene (downed trees) three weeks
- Responded to October snow storm (downed trees) four weeks

Performance / Workload Indicators

Highway	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Solid Waste (tons)				
Solid Waste	15,493	14,535	15,000	15,000
Yard Waste	2,799	2,332	3,000	2,800
Recyclables	4,217	4,395	4,300	4,300
Patch Potholes	789	1,000	900	900
Sidewalk Patching	147	173	175	175
Repair CB's / Manholes	76	68	75	75
Clean Catch Basins	1,031	635	1,000	1,000
Install / Repair Street Signs	207	160	210	210
Make Specialty Signs	116	110	100	100
Pave Trenches	141	244	200	200
Sidewalk Replacements	9,666	2,703	6,000	6,000
Curb Work	607	400	500	500
Traffic Lines - 24"	43,864	42,080	43,000	43,000
Traffic Lines - 12"	5,870	6,012	6,000	6,000
Traffic Lines - 4"	5,669	220,190	220,000	220,000
Traffic Painted Symbols	146	128	140	140
Plowing/Sanding Storms	7	8	7	7
Sanding Only Storms	13	16	15	15
Inches of Snow	38.5	95	46	46





Program Description

The Motor Equipment Repair (MER) Division maintains a fleet of over 150 Town vehicles. The Division also maintains the fuel depot for the DPW, Schools, Police, and Fire Departments. Tasks include preventative maintenance, breakdown repairs, tire management, and maintenance of the fuel depot.

Budget Statement

The proposed budget for Expenses remains unchanged from FY12. Personnel Services are reduced \$11,386 due to an increase in enterprise off-sets.

FY2013 Objectives

- Improve Work Order operations through use of WebQA for internal scheduling of repairs.
- Improve Vehicle Maintenance operations expenditure accounting.
- Evaluate and improve preventative maintenance scheduling and maintenance record keeping.
- Conduct a study of vehicle usage to determine a) where cost effective fleet reductions could be made and b) if we have the most beneficial functional options.
- Improve Shop/Building organization.

Major Accomplishments for 2011

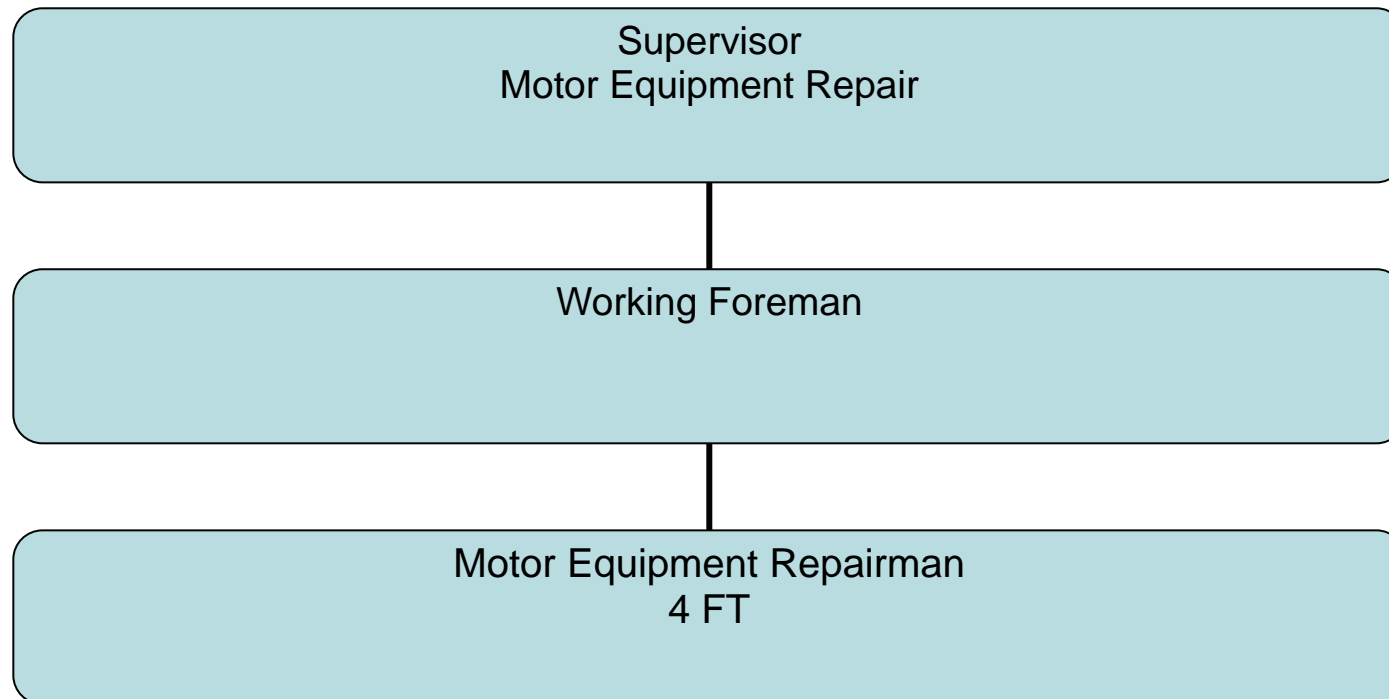
- Provided preventative maintenance and repairs on 150 motor vehicles, including vehicles assigned to the other Town departments.
- Provided staff to Community Safety repair shop as needed
- Replaced vehicles and equipment: 1 Ton Dump w/ Sander Body, & Water/Sewer Utility Truck
- Maintained snow and ice vehicles during events.

PROGRAM COSTS

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Motor Equipment Repair				
Personal Services	261,835	262,175	250,789	
Expenses	105,539	99,000	99,000	
Total	367,232	361,175	349,789	-

STAFFING

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Motor Equipment Repair				
Managerial	1	1	1	
Clerical				
Professional/Technical				
Public Works	5	5	5	
Total	6	6	6	





Program Description

The Administration Division oversees the contracted maintenance of the Town Streetlights. In 2006, the Town purchased the streetlights from NSTAR and has since realized considerable savings by contracting out this work. This budget also covers the costs of electrical power usage and the contracted maintenance of traffic signal systems, which is overseen by the Engineering Division.

Budget Statement

The Traffic Signals Budget remains unchanged from FY12. The Street Light budget has been reduced by \$89,893 due to the decreased electricity and maintenance costs associated with the installation of LED light fixtures and decreased costs associated with fire alarm systems.

FY2013 Objectives

- Assist in the oversight of conversion from High Pressure Sodium street lights to LED, Town wide.
- Conduct a thorough inventory of all traffic signal equipment and timing sequences (Engineering Dept to oversee).
- Continue to monitor double pole eliminations by the six primary utilities and facilitate a timelier turn-around time.

Major Accomplishments for 2011

- Completed the first phase of LED Streetlight replacements in East Arlington. Phase 1 included the replacement of over 1,000 High Pressure Sodium streetlights with more energy efficient LED fixtures.

PROGRAM COSTS

Street Lights/ Traffic Controls/ Fire Alarm System	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Personal Services				
Expenses	354,443	406,593	316,700	
Total	354,443	406,593	316,700	-



COMMUNITY SAFETY

POLICE • FIRE • SUPPORT SERVICES •
INSPECTIONAL SERVICES

Fiscal Year 2013 Budget



Police Department

Program Description

The Police Department has the following primary responsibilities:

- Protection of the lives & property of all citizens.
- Preserve the peace.
- Prevention of crime and disorder.
- Identify and prosecute violators of the law.
- Plan for and supervise public safety at special events, parades, elections, etc.
- Respond to and manage all critical incidents and emergencies.
- Support regional and national homeland security strategies.
- Collaborating with community stakeholders to creatively address quality of life concerns and the fear of crime.
- The protection of the individual rights of all persons within the Town of Arlington.

The Police Mission:

To promote, preserve, and deliver quality services and to ensure the safety of ALL members of our community.

Our Values:

This mission is a commitment to quality performance from all members. It is critical that all members understand, accept and be aligned with the responsibilities established by this mission. It provides the foundation upon which all operational decisions and organizational directives will be based. Directives include rules, regulations, operating policies, procedures and practices.

This mission represents the commitment of this administration to the concepts of quality performance management. In other words, members are expected to work consistently in a quality manner in the daily performance of those duties, job responsibilities and work tasks associated with this mission. Quality manner means that performance outcomes comply with the performance standards established for the Arlington Police Department and for each associated member. Examples of performance standards include the oath of office, code of ethics, rules, policies, procedures, directives, general and supervisory orders, work productivity and behavior.

Each member is required to accept the responsibility for the achievement of this mission and publicly register his or her commitment to it and to the concepts of quality service.

PROGRAM COSTS

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Police				
Personal Services	5,011,350	5,331,143	5,363,479	
Expenses	540,079	564,500	576,900	
Total	5,551,429	5,895,643	5,940,379	

STAFFING

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Police				
Captains	3	3	3	
Lieutenants	8	6	6	
Sergeants	9	9	9	
Police Officers	43	47	47	
Parking Control Officers	2.25	2.2	1.5	
Animal Control Officer	1	1	1	
Clerical/Custodial	1.71	1.31	3.31	
Total	67.96	69.51	70.81	

PROGRAM COSTS

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Community Safety Administration				
Personal Services	385,611	402,300	406,343	
Expenses				
Total	385,611	402,300	406,343	

STAFFING

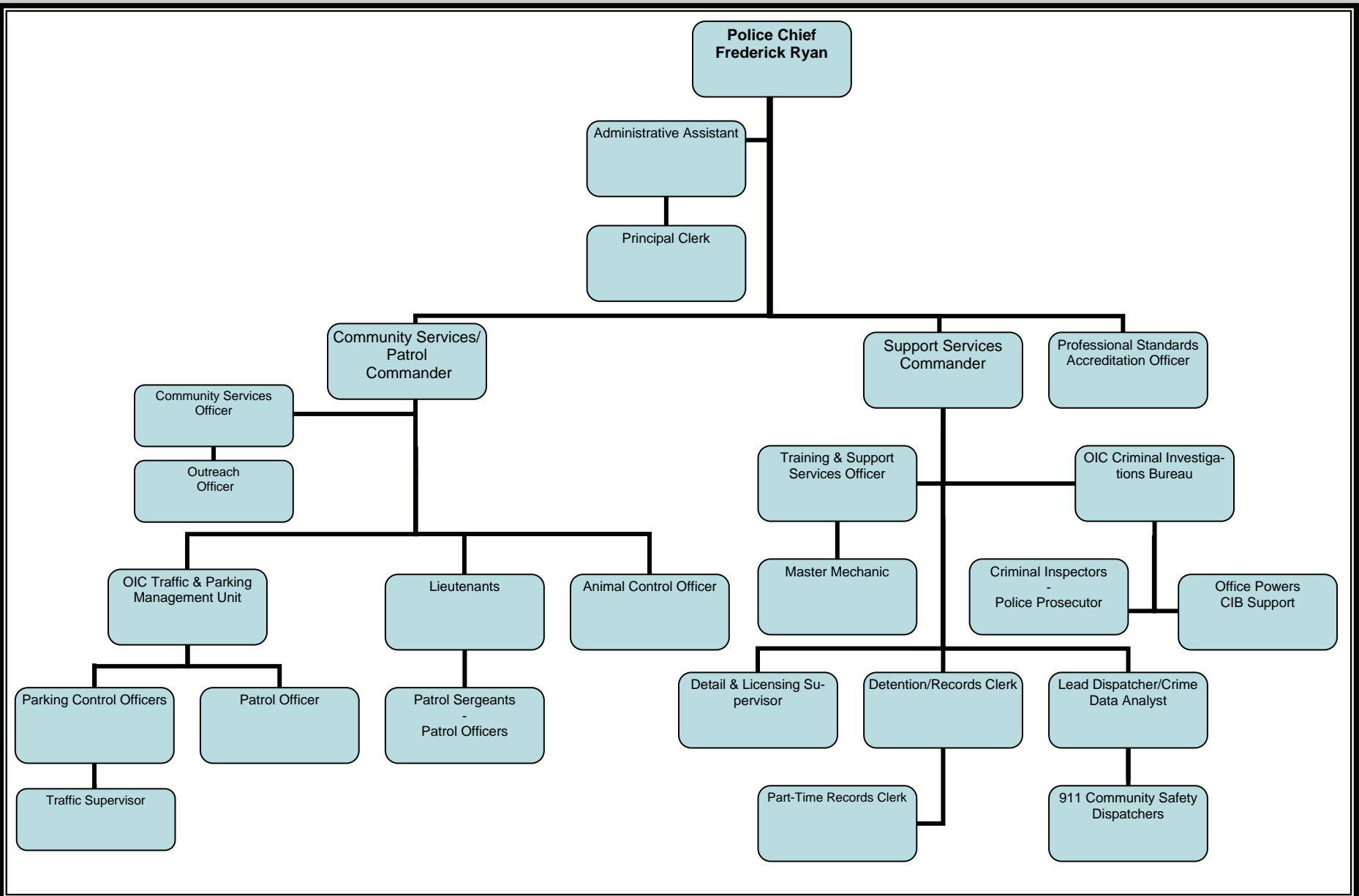
	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Community Safety Administration				
Managerial	2	2	2	
Clerical	3	3	3	
Professional/Technical				
Total	5	5	5	



Budget Statement

The Department consists of the following divisions and work units:

- Support Services Division maintains information technology & records, oversees training, maintains facilities, maintains the fleet, and distributes weapons and supplies.
- The Community Services Division (Patrol) patrols all sectors of town looking for criminal activity and maintains a police presence to serve as a deterrent. This function also serves as the initial investigators and first response to all critical incidents.
- Professional Standards & Accreditation unit is responsible for all internal investigations and for the development and implementation of departmental rules & regulations.
- The Criminal Investigation Bureau is responsible for the follow up investigation of all crimes, administration of gun licensing function, and sex offender registry.
- The Community Policing/Services Unit is responsible for administering all programs aimed at developing partnerships in the community.
- The Traffic and Parking Unit is responsible for safety education and enforcement of all laws relating to traffic and parking within the Town.
- Animal Control Officer enforces all laws relating to control of animals, investigates animal bites, quarantines offending pets, and delivers pet safety programs.
- The Jail Diversion Program pairs a mental health clinician with a police officer to co-respond to mental health emergencies in the community. The Jail Diversion clinician assesses non-violent individuals in crisis and refers to all levels of treatment and links individuals and families to community resources.





FY2013 Objectives

Community Services (Patrol) Division patrols all sectors of Town looking for criminal activity and maintains a police presence to serve as a deterrent. This function also serves as the initial investigators and first response to all critical incidents.

- Promote, preserve and deliver quality services and to ensure the safety of all members of the community.
- Maintain staffing levels to provide proactive quality policing services to the community.
- Implement COMSTAT (Computer Statistics) program to ensure uniform accountability throughout the Community Services Division.
- Improve and expand the use of crime analysis and data driven policing to effectively deploy resources.
- Improve a directed enforcement program by fully implementing a structured program that will include all uniformed officers. This will include supervisory follow up, citizen feedback, and evaluation.
- Enhance productive partnerships with other town departments.
- Maintain a strong partnership with local, state, and federal law enforcement agencies.

Major Accomplishments for 2011

- Maintained CrimeReports.com to inform citizens of crime data.
- Hired four police officers to fill existing vacancies.
- Through the Crime Analysis Unit, expanded the use of data driven policing to effectively deploy valuable resources.
- Implemented a five-year strategic plan.
- Deployed personnel strategically so as to provide uniformed police patrol 24 hours per day, 365 days per year.
- Sought out and administered grants, working in partnership with the Board of Selectmen, Health and Human Resources, Public Works, Fire, School, and the local emergency planning committee.
- Expanded our partnerships and efforts to regionalize efforts with local, federal and state law enforcement agencies.
- Successfully implemented the Jail Diversion program and administered associated grant.

Performance / Workload Indicators

<i>Patrol Division</i>	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Robbery	14	3	6	8
Burglary	148	122	159	143
Rapes	1	3	6	3
Motor Vehicle Theft	33	24	42	33
Larceny				
<i>From Building</i>	27	72	75	58
<i>From Motor Vehicle</i>	75	196	168	146
<i>Of Motor Vehicle Parts</i>	5	5	6	5
<i>From Coin Op Machines</i>	-	-	-	-
<i>All others</i>	264	214	198	225
Pickpocket / Purse Snatch	4	6	3	4
Shoplifting	44	42	18	35
Assaults	223	191	135	183
Assault and Battery on a Police Officer	4	5	6	5
Criminal Arrests	331	228	234	264
Criminal Summons	215	191	195	200



FY2013 Objectives

Professional Standards & Accreditation unit is responsible for all internal investigations and for the development and implementation of departmental rules & regulations.

- Implement an early intervention system for the prevention of officer misconduct, thereby minimizing the need for supervisors to react to poor performance and/or misconduct.
- Develop standardized forms to improve the efficiency of Internal Affairs investigations.
- Update policies as required by the 5th Edition Standards as set forth by the Commission on Accreditation for Law Enforcement Agencies, Inc.

Major Accomplishments for 2011

- Became recertified in March as an accredited law enforcement agency by the Massachusetts Police Accreditation Program.
- Remained in compliance with the mandates set forth by the Massachusetts Police Accreditation Program.
- Trained personnel in new departmental policies and accreditation standards.
- Conducted internal investigations as needed.



FY2013 Objectives

Criminal Investigations Bureau is responsible for the follow up investigation of all crimes.

The Bureau's goals lie in the protection of persons, the apprehension and successful prosecution of criminals, the recovery of property and the prevention of crime through hard work and perseverance, and the use of the most modern forensic technology.

- Continue to work closer with the Patrol Division to educate on the importance of the initial report and to encourage a commitment to solving crimes at the initial stage.
- Institute a cross-training program where members of the Patrol Division will serve a finite term in the Criminal Investigation Bureau to gain knowledge that will assist them in being better investigators at the initial report of the crime. This assignment will also assist in evaluating personnel for permanent assignment to the Criminal Investigation Bureau.
- Enhance the supervisory use of the detective case management system to analyze closure rates, effectiveness of individual investigators, and to identify training or other needs so as to improve the efficiency of the work unit.
- Educate all personnel enabling the ability to be proactive in cyber crime investigations and utilize the tools available to apprehend and convict perpetrators of crime.
- Train patrol officers to download evidence and photographs when taking the preliminary crime reports.
- Place a major emphasis on the training and use of successful forensic applications in the identification and apprehension of criminals through latent fingerprint and DNA technology.
- Continue our commitment to the Regional Drug Task Force, Regional School Safety "S.T.A.R.S." program, and the High Risk Domestic Violence Team.
- Assign an investigator to a multi-jurisdictional Drug Enforcement Agency Task Force with the goal of inhibiting the trafficking of controlled substances in Arlington.

Performance / Workload Indicators

	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Firearms Licensing:				
Licenses to Carry/FID	92	195	148	148
Gun Locks Distributed to Community Members	45	50	36	36
Missing Persons Investigations	395	357	376	376
Domestic Violence	268	273	271	271
Criminal Investigations Level 2 & 3 registered Sex Offenders monitored	1,827	2,130	1,979	1,979
	17	17	17	17

Major Accomplishments for 2011

- The Criminal Investigation Bureau investigated over 2000 reports of criminal activity. They continued to partner with other NEMLEC agencies during major multi-jurisdictional investigations including the arrest of local pawn shop owner who had used his store to conduct criminal activity.
- The Department's Family Service Unit worked with CABHART (Cambridge, Arlington, and Belmont High Risk Assessment Response Team) to identify high risk domestic violence victims and plan for safety and services. They also took part in The National Family Domestic Violence Apprehension Detail along with several surrounding communities to apprehend domestic violence offenders with outstanding arrest warrants.
- The Family Service Unit investigated over 340 domestic violence related incidents and continued its partnership with First Step to provide support and services to domestic violence victims.



Major Accomplishments for 2011 (cont.)

- The School Resource Officer, while working in collaboration with the school department, successfully implemented an Active School Shooter Training Program and trained 60 Arlington Police Officers through classroom instruction and school simulated shooting exercises.
- The Detective Bureau assigned an Inspector to the NEMLEC Cyber Crime Unit in Medford MA where he investigated several high profile cases including child pornography, sexual assaults, and computer crimes. While assigned to this unit, he was trained in cybercrime investigation and prevention.
- The Detective Bureau continued to assign an Inspector to the Suburban Middlesex Drug Task Force and were successful in making several arrests and seizures including a case involving the seizure of 46 pounds of marijuana and a case involving heroin trafficking.

**FY2013 Objectives**

Traffic & Parking Unit is responsible for safety education and enforcement of all laws relating to traffic and parking within the Town.

- Increase staffing of the unit to ensure traffic enforcement remains a primary function of the department.
- Recruit and hire parking enforcement officers to fill current vacancies.
- Purchase a Variable Message Board for sole use by the department.
- Continue to actively participate as a member of the Transportation Advisory Committee.
- Work with and support the Town Manager's Office, The Board of Selectmen's Office, or any other department seeking assistance with parking, traffic, and other quality of life issues affecting the community.
- Conduct traffic studies (as needed) utilizing the department's traffic counting equipment.
- Work in conjunction with the School Department and their Human Resource staff to oversee the Traffic Supervisors and address safety issues around the elementary schools.
- Maintain a direct line of communication between the Engineering Department and Public Works to facilitate the replacement of old, worn or missing signs.
- Continue to seek out, apply for, and participate in available traffic enforcement grant opportunities from the Executive Office of Public Safety and Security (EOPSS).
- Utilize the Web QA more effectively to respond directly to citizen's concerns regarding traffic issues.

Major Accomplishments for 2011

- Conducted targeted enforcement at high volume/high complaint areas in various neighborhoods.
- Hired a Parking Control Officer to target evening and Saturday violators.
- Purchased a new mobile speed trailer.
- Implemented a neighborhood "Speedwatch" program where citizens can request the deployment of the department's speed monitor to educate residents concerning vehicle speeds in their respective neighborhoods.
- Continued to partner with the School Department and the Traffic Supervisors to oversee and coordinate pedestrian safety initiatives at the elementary schools.
- Began using the Web QA as a form of communication with members of the community with traffic and parking concerns.
- Developed a direct line of communication with the Engineering Department and Public Works to help facilitate the replacement of old, worn, or missing signs.
- Continued to support and be an active member of the Traffic Advisory Committee by attending monthly meetings, providing current traffic, parking, and crash data, and providing recommendations for improvements to the Board of Selectmen.
- Secured \$6,000.00 grant from EOPSS to provide extra patrols in three mobilizations: "Click It or Ticket," "Drunk Driving, Over The Limit, Under Arrest," and "Drive Sober or Get Pulled Over."
- Secured a \$7,500.00 grant from EOPSS to provide extra patrols in their Pedestrian, Bicycle, and Moped Type Safety mobilization.
- Continued to work with the Town Manager's Office and Selectmen's Office involving traffic, parking, and other quality of life issues affecting the community.
- Continued to work closely with other town departments to coordinate barricade/signage positioning for numerous special events, block parties and general traffic safety around construction sites.

Performance / Workload Indicators

	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Traffic				
Hackney Licenses Issued				
New	48	40	87	58
Parking Violators New	12,496	13,301	14,568	13,455
Moving Violations	2,986	3,996	4,402	3,795



FY2013 Objectives

Community Policing/Services Unit is responsible for administering all programs aimed at developing partnerships in the community.

- Provide crime deterrent and target hardening services and programs to the citizens and businesses within our community. Included in this endeavor are programs consisting of informative lectures, crime reduction programs, and outreach initiatives.
- Provide professional services to the citizens, while working to minimize the fear and negative perception associated with crime.
- Meet with neighborhood groups, business owners, and property owners to address the quality of life issues that arise throughout the town.
- Offer home and business assessments for security risks and loss prevention measures.
- Build upon the partnership with the Arlington Housing Authority and the Menotomy Manor Neighborhood Association.
- Perform assessments on municipal buildings and meet with Department Heads to develop a plan to secure these building and protect property.

Performance / Workload Indicators

<i>Community Programs</i>	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Neighborhood Meetings	14	20	25	25
RAD Program Graduates	-	-	20	30
Citizen Police Academy Graduates	30	-	30	35
Summer Youth Camp (HRC)	100	120	125	125
Child Passenger Safety Seat Inspections	266	N/A	N/A	N/A

Major Accomplishments for 2011

- Continued partnership with the Germaine Lawrence School and all other group homes in town.
- Attended over twenty-five (25) crime prevention/neighborhood meetings.
- Monitored Q.E.D for cases requiring follow-up.
- Investigated forty-five (45) graffiti related incidents and followed through with By-Law violations when necessary.
- Investigated all cases of Missing Persons.
- Offered free RAD program to female high school students.



FY2013 Objectives

Animal Control Officer enforces all laws relating to control of animals, investigates animal bites, quarantines offending pets, and delivers pet safety programs.

- Keep an area specific log for violations and other issues pertaining to wildlife to determine hot spots and/or trends.
- Continue to increase visibility, which will result in the voluntary compliance by residents to properly License their canines.
- Work with the Town Clerks Office, Recreation Department, and other stakeholders in regards to the implementation of the new Canine by-law.
- Maintain the relationships with local feline organizations to assist with the issues of roadside death of felines and abandoned felines.
- Explore opportunities to regionalize the dog kennel function.

Performance / Workload Indicators

	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Animal Complaints	333	600	467	467
Humans Bitten/Scratched by Dogs	23	19	21	21

Major Accomplishments for 2011

- Maintained and enhanced working partnerships with other Animal Control Officers in surrounding cities and towns.
- Increased licensing of canines by 90, to a total of 1699 as of October 2011.
- Worked with the recreation department on off-leash areas in the parks.
- Continued presence in the parks and recreation areas in Town.
- Utilized Northeast Animal Shelter in Salem, MA to assist with abandoned kittens.
- Identified Norfolk County Humane Society for Felines. Relocated 12 felines from Harold Street to this Rescue.
- Identified Whiskers of Hope a Local Feline Rescue that provides shelter and adoption.
- Inspected 1st Chicken Harborage authorized by the Board Of Health.
- Worked with the Fire Department to provided shelter for 3 canines and 3 felines displaced by a Fire. The 1st opportunity to test out the natural disaster plan regarding domestic pets.
- Worked with New Horizons Elderly Assisted Living in the procurement of a resident canine.



FY2013 Objectives

Jail Diversion Program/Hoarding Response

- Continue to co-respond with patrol officers to provide crisis intervention and evaluations to Arlington residents in crisis situations.
- Work cooperatively and expand relationships with The Arlington Health and Human Services Department, Arlington Council on Aging, Arlington Youth Counseling Center, Arlington Health and Safety Coalition, Arlington Public Schools, Arlington Fire Department, The Department of Children and Families and the Arlington Housing Authority.
- Establish and build relationships with the 42 group homes in Arlington.
- Monitor QED for cases needing follow-up that may not have been flagged or referred.
- Provide training to outside agencies on the use of the JDP.
- Maintain partnership with the Community Outreach Officer to assist in sorting out conflicts between residents in Arlington.
- Provide mental health training to the officers at the APD.
- Be available to assist officers with walk-in clients who are in need of urgent mental health services.
- Respond to the Arlington Public Schools to provide crisis assessment, crisis counseling, outside referral and involuntary commitments to hospitals as needed.
- Provide involuntary commitments in the community as needed.
- Secure operating funds to operate the Hoarding Response Team. The Response Team is not financed by the JDP DMH grant. Separate funding must be provided to ensure the Team continues with its mission to support residents throughout the clean out process, provide needed referrals and to ensure future health and safety compliance.
- Provide alternatives to arrest for police officers managing persons suffering from mental health issues.

Major Accomplishments for 2011

- Using grant funds, deployed a Community Based Mental Clinician to support town staff (police, fire, schools, public health, etc.) in managing cases involving mental health.
- Provided one-on-one mental health assessment training to officers as we co-responded on cases.
- Processed cases with police officers following routine and non-traditional cases.
- Provided weekly mental health information and tips through the bulletin system read by all police officers.
- Attended roll call to continue to build relationships and ensure officers will remember to call clinician when needed.
- Attended weekly staff meeting lead by the Police Chief to keep updated on events and issues in the department and community.
- JDP built strong relationships with the public school nurses, guidance counselors, SRO, principals, Asst. principals, truancy officer and Juvenile Diversion Program director. The JDP clinician has also participated in the Restorative Justice Program.
- The JDP was given difficult cases by Senior Services social worker, The Health Department and Arlington Housing Authority. The JDP clinician was able to resolve these situations.
- The JDP partnered with Arlington Health and Human Service Department and formed a first ever Hoarding response Team. Experts in the field trained the Hoarding Response Team and the team has already worked with 16 separate residences since beginning in June.
- On November 30th 2011, the JDP clinician and the APD will be awarded the 'Shining Star' award by the Edinburg Center at an awards ceremony/celebration for outstanding programs and individuals that went above and beyond what was expected.
- The JDP clinician built solid relationships with both the School Resource Officer and Community Outreach Officer. These collaborations based on mutual respect and trust have proven invaluable when working together to help our community.
- On average the JDP clinician manages 35 cases per month.



Program Description

The Arlington Fire Department's primary functions are the prevention of fire, preservation of life and property, and the overall wellness of the community. These functions are achieved through code enforcement and inspections. Being an all-hazards service this department will respond to, and mitigate any emergency to which our customers request our assistance. Planning for local emergencies, whether natural (i.e. hurricanes) or manmade (i.e. terrorist events), has become an integral component of this department's yearly mandate. The Fire Department is dedicated to the health of our community. Our FF/EMT's respond with both an ambulance and the closest fire apparatus to assess and mitigate any medical emergency. Community education, such as the Student Awareness of Fire Education Program (SAFE), and the Juvenile Firesetters Intervention Program (JFIP) helps us contribute to the wellness of our customers.

Budget Statement

The budget for FY 2013 is a level service budget. The fire department is currently staffed at 71 personnel. It is budgeted for 76 personnel. There are 74 personnel assigned to suppression duty and 2 assigned to staff duty. The Chief of Department is listed in the Community Safety Administration budget. The department anticipates 2 to 4 retirements by end of FY 2012. Three personnel have spent a significant portion of FY 2012 on job related injury leave. These injuries have impacted the department significantly in terms of staffing and budget.

Overtime will continue to be an issue. Statistics show that to stay within the \$345,000 budgeted for overtime this department must maintain its maximum budgeted manpower (76 personnel or 18.5 firefighters/group and two on staff). This becomes extremely difficult with the hiring process to replace retirees taking up to six months followed by three months of recruit training.

Performance Indicators show a decrease in emergency calls of 3% from FY 2010 to FY 2011. It is estimated that the number of total emergency calls will increase 5% from FY 2011 to FY 2012 and 2% from FY 2012 to FY 2013. Performance Indicators show an increase in Rescue calls of 5% from FY 2010 to FY 2011. It is estimated that the number of total Rescue calls will increase 12% from FY 2011 to FY 2012 and 9% from FY 2012 to FY 2013.

FY2013 Objectives

- Formulate a 5 – 10 year plan related to the reorganization and structure of Fire Department. Increasing demand for Fire Prevention, Training, Inspections and Education has strained the current staff. With minimal personnel on line it is difficult to increase staff without negatively affecting the line personnel.
- Assess the benefit of an Arlington Fire Department Advanced Life Support service and the cost analysis of manning a second Rescue ambulance.
- Design and purchase new fire pump apparatus to replace the 1992 Pierce Pumper.
- Replace sections of 4" LDH that were purchased in the 1988
- Upgrade and reprogram radios in accordance with new FCC regulations on narrowbanding effective 12/30/2012.
- Transfer fire department records from paper to electronic.
- Start architectural plans and design of Fire Headquarters Station.
- Complete dismantling of cable fire alarm systems and replace with wireless radio box system.

PROGRAM COSTS

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Fire				
Personal Services	5,194,031	5,160,570	5,217,748	
Expenses	330,889	374,501	393,051	
Total	5,524,920	5,535,071	5,610,799	-

STAFFING

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Fire				
Deputy Chiefs	5	5	5	
Captains	6	6	6	
Lieutenants	15	15	15	
Firefighters	49	50	50	
Total	75	76	76	



Major Accomplishments for 2011

- Installed wireless fire alarm transmission boxes to all of schools and town owned buildings reducing the cost of maintenance and equipment on town operated fire alarm systems.
- Continued dismantling of town operated fire alarm systems to reduce cost of maintenance and equipment.
- Upgraded the departments extrication tools with Federal grant money
- With staffing at a minimum of 17 personnel department operated 2 Rescues simultaneously which increased revenues contributed to town's general fund.
- Department Training Officer instructed and administered 127 training sessions to department personnel.
- Department Fire Prevention Officer inspected over 800 properties for occupancy permits and collected \$49,200 in permit fees for town general fund.
- Department Suppression Forces and Department Fire Prevention Officer conducted 224 hours of school fire drills.
- Reopened Highland Station July 2011
- Continued communication and education of residents about emergency management plans, emergency medical services, and fire suppression and prevention objectives.
- With Town Meeting approval implemented by-law allowing town to fine frequent offenders of malicious and nuisance alarm activations.
- EMS report writing has transitioned from paper to electronic.
- Through a FEMA grant the fire department upgraded the radio tower and antennae to increase our ability to communicate with MEMA and Metro Fire.

Performance / Workload Indicators

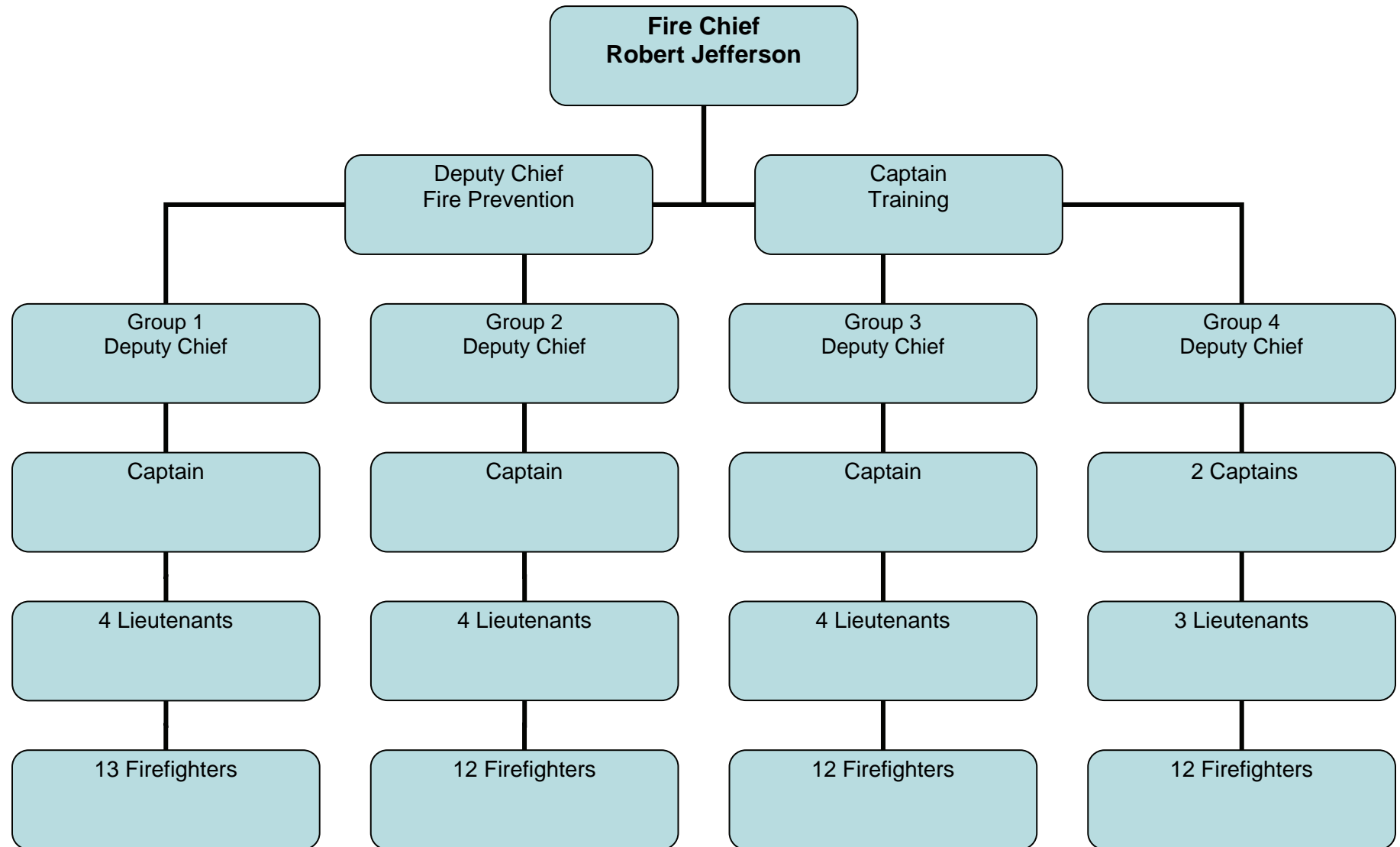
<i>Fire Department</i>	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Emergency Calls	5,036	4,857	5,089	5,210
Rescue Response	2,911	3,045	3,399	3,719
Private Ambulance ALS/BLS	953	1,530	1,697	1,927
Average Response Times*	3:11	3:30	3:55	3:55
Average Time Rescue Calls*	24:55	24:55	24:55	24:55
Fire Calls	94	135	133	143
Average Total Time Fire Calls*	33:50	33:50	33:50	33:50
Dollar Loss Property	1.8million	1.2 million	1.55 million	1.65 million
SAFE Students Taught	2,700	2,733	2,783	2,823
JFIP Students Counseled	14	11	10	9
*minutes				

Performance / Workload Indicators

<i>Fire Prevention</i>	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Hours of School Fire Drills	224	224	224	224
Hours of Fire Protection Syst. Inspt.	57	156	197	252
Hours Strategic/Tactical Ops Plan.	12	247	35	49
Permits Issued	1055	883	928	919
Permits Issued Revenue	\$37,766	\$48,295	\$55,315	\$63,213

Performance / Workload Indicators

<i>Fire Training</i>	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Training Sessions	85	127	155	187
Training Hours	236	679	865	1,115
Total Attendees	1,236	2,865	3,592	4,545





Program Description

The support services encompass the Apparatus Maintenance Division and combined emergency dispatch. The master mechanic and the motor equipment repairman are responsible for servicing and maintaining all police and fire department vehicles and apparatus. The mechanics install and repair mobile and portable radios. The mechanics repair and help maintain tools in the fire department inventory, especially mechanical tools. The mechanics respond to working fires to assist in filling Self Contained Breathing Apparatus (SCBA) and repairing mechanical problems that may occur on the fire ground. They are consulted on any fire apparatus purchases.

Community safety dispatch is responsible for the communications for all police, fire, and emergency medical services (i.e. 9-1-1). The combined dispatch encompasses one lead dispatcher and nine emergency dispatchers. They are responsible for taking all emergency calls and dispatching the appropriate apparatus to that emergency. The dispatchers also take routine calls, such as streetlights and traffic lights out, and report them to the appropriate contractor.

Budget Statement

The FY2013 Community Safety Support budget request seeks no major changes from the prior fiscal year. There is a \$9,074 increase in Personnel Fixed Costs.

FY2013 Objectives

- Manage the implementation of the long-range plan for renovation of the Community Safety Building.
- Expand 9-1-1 Dispatch technology and training using alternative funding and grant resources.
- Continue to work with the Municipal Police Training Committee on distance/on-line learning focusing on work quality.
- Develop a tracking program through QED for all property including lost and found and prisoner property.
- Continue to partner with the courts to expand on the Community Service Program.
- Expand RMS ability to track officer training records within QED.
- Develop new Hackney License and Inspection program.
- Continue to partner with the Middlesex County Sheriff's Office to provide firearms training through computer scenarios and simulations.
- Expand on new Reverse 911 self-registration program to increase database.
- Continue to develop a leadership development program to develop leaders at every level and obtain the goals and objectives of the organization.
- Build a crime analysis database in Microsoft Access that allows for the analysis of incidents, arrests, and accidents.
- Update our current mapping system, CrimeInfo, so incidents can be geocoded in a more accurate manner.
- Continue to develop new technology to enhance our abilities and efficiency of the Police Department.
- Acquire and implement Digital Headquarters software to streamline police information sharing and implement electronic roll call briefings.

STAFFING

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Support Services				
Managerial				
Clerical				
Professional/Technical				
Dispatchers	10	10	10	
Mechanics	2	2	2	
Total	12	12	12	

PROGRAM COSTS

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Support Services				
Personal Services	727,900	702,645	711,719	
Expenses	15,509	23,900	23,900	
Total	743,409	726,545	735,619	-

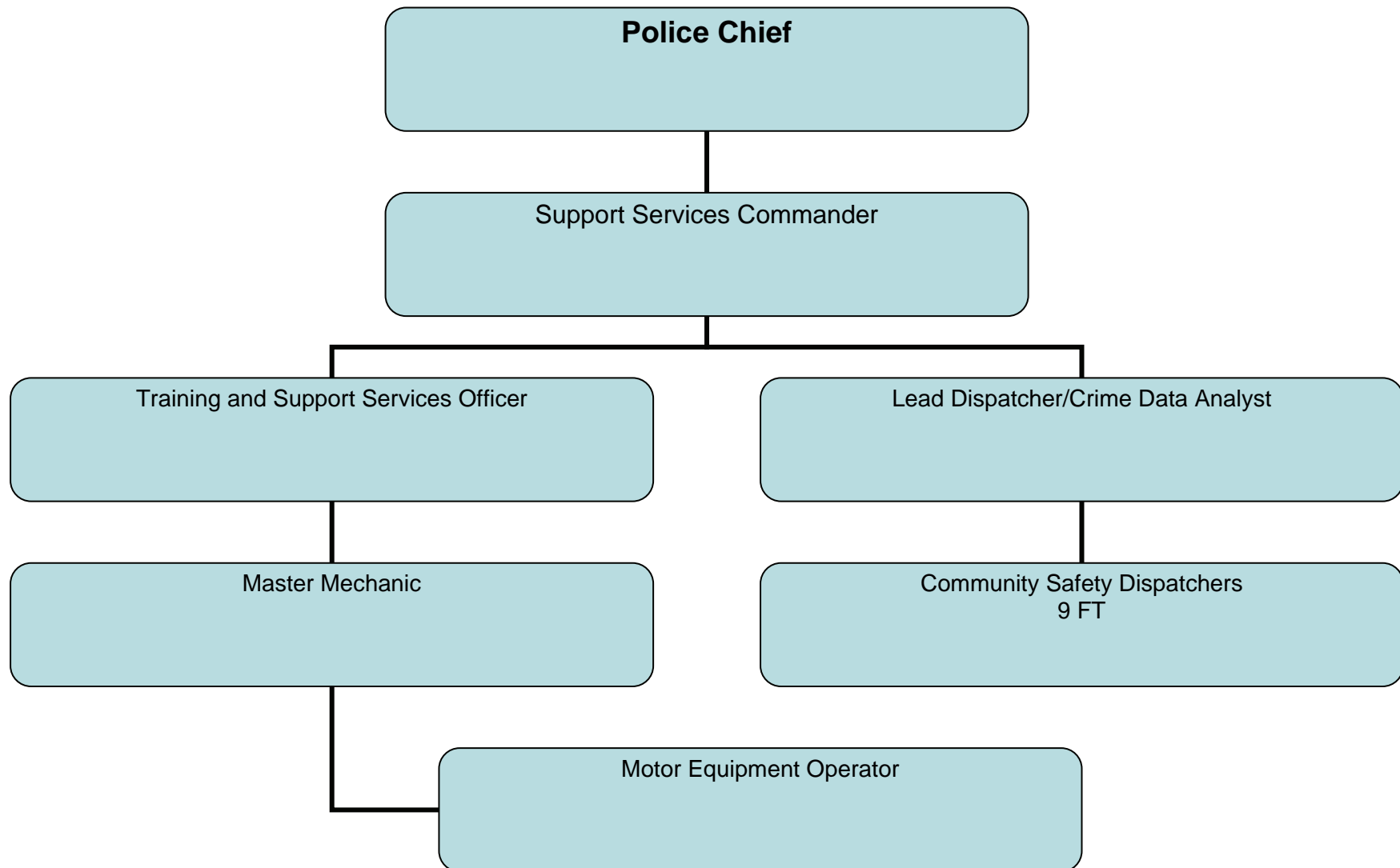


Major Accomplishments for 2011

- Continued to train officers through distance learning and roll call training.
- Converted all prosecution records and associated tasks into existing QED Web Partner.
- Successfully moved ExtraDuty software from the desktop to a secure server.
- Upgraded to ProQA software to automate EMD protocols.
- Added AQUA Auditing to our system to ensure that all EMD protocols are followed.
- Maintained all relevant Departmental records in accordance with the Massachusetts Police Accreditation Program and MGL.

Performance / Workload Indicators

	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Dispatch				
Calls For Service	25,906	26,253	26,080	26,080





Program Description

The Inspectional Services Department (ISD) provides administrative and technical information, oversight and support to residents, contractors, business owners, merchants and interdepartmental agencies. Its primary responsibility is the enforcement of The Commonwealth of Massachusetts Building, Electrical, and Plumbing & Gas Codes, Commonwealth of Massachusetts Zoning Enabling Act MGL Ch. 40A, the Town of Arlington's Zoning Bylaw as well as all related regulations, standards and Town Bylaws.

Budget Statement

The Inspectional Services Department anticipates a FY2013 budget increase of \$40,627 due to work related to the Symmes Urban Renewal Project. With the adoption of last years new International Building Codes with Massachusetts Amendments, State Energy Code, the Local Option Stretch Energy Code and this years addition of a Commonwealth of Massachusetts Sheetmetal Code and licensing; training of inspectors, contractor's and homeowners remain a priority.

STAFFING

Inspectional Services	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Managerial	1	1	1	
Clerical	1	1	1	
Professional/Technical	3	3	3	
Total	5	5	5	

PROGRAM COSTS

Inspectional Services	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Personal Services	352,286	367,473	408,100	
Expenses	10,975	12,000	12,000	
Total	363,260	379,473	420,100	

FY2013 Objectives

- The Inspectional Services Department strives to maintain it's high level of job performance and customer service. Managing a FY 2011 case load of 4,188 permits with a construction value in excess of \$37,000,000 and permit revenues of \$839,830 has been a challenge for a staff of four inspectors and one and a half positions of administrative staff. Thus far, current trending indicates FY2012 having further increases above an estimated 5,000 permits being issued ,construction value increasing to \$49,200,000 and permit revenues eclipsing the \$1,600,000 plateau, all of which continuing well into FY2013 .
- The Inspectional Services Department has transitioned to The 2009 International Building Codes with the 780 CMR Commonwealth of Massachusetts State Building Code amendments, The 2009 International Energy Code, and our locally adopted Stretch Energy Code. Adoption of the Stretch Code assisted the Town Arlington in being designated Green Community status, thus allowing significant grant monies being awarded. All of which demands constant training and education of staff and customers.
- During FY2013, adoption of the 2012 International Building and Energy Codes is anticipated while continued oversight of the 30 Mill Street residential development, construction of the new Thompson School, and commencement of the long awaited Symmes Hospital Site Project are a few of the projects that we look forward to administering.

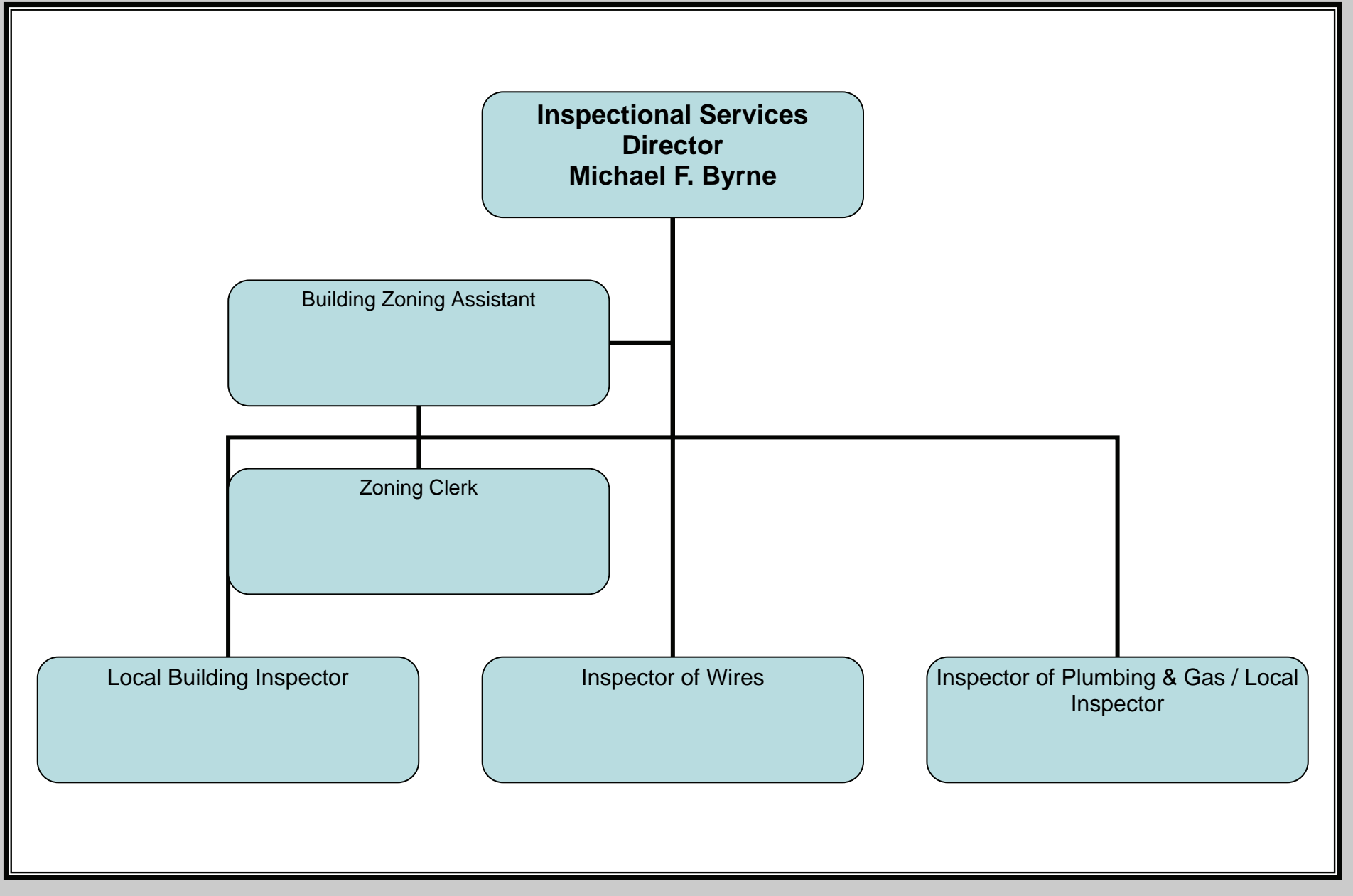


Major Accomplishments for 2011

- Assisted the Town Manager's Office with planning the current LED streetlight replacement project.
- Administered the plan review, permit issuance and preliminary field inspections of the 30 Mill Street Project and demolition of the Old Thompson School
- Played an active role in the Arlington 360 project's plan review and permit issuance.

Performance / Workload Indicators

	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Building	1799	1,688	1984	1700
Plumbing	845	815	991	825
Gas	1167	606	779	700
Wiring	1167	1,079	1119	1100
Revenues	854,460	839,830	1,576,708	1,385,000



LIBRARIES





Program Description

The Robbins Library is a vital community center that connects people with traditional and technological resources for life-long learning, intellectual pursuits and leisure. The library responds to citizens' needs with services and activities in a welcoming setting built on a history of free and equal access to information for all Arlington residents. Library staff selects, purchases and processes a wide range of library materials including books, periodicals and audio-visual materials. Reference assistance is offered in person, via email and by telephone to answer informational questions and to locate materials. Access is provided to a vast array of electronic resources. The library ensures adequate record keeping and accountability for the over 640,000 items that citizens borrow each year and make the collection of over 240,000 items available to patrons by returning items to their accurate shelving locations. The library promotes the love of reading in children and provides materials and services which support formal learning and the desire for personal growth and development for people of all ages.

Budget Statement

The projected FY 2013 budget includes a 10% increase in expenses which will support the maintenance of existing hours of operation and programs. It will also allow for a significant increase in funding for library materials and in particular for eBook titles, a format whose circulation has more than quadrupled in the last year. Other increases in expenses will allow for building maintenance needs. The projected budget will also meet the state municipal appropriation requirement and eliminate the need to apply for a waiver to avoid de-certification and the potential loss of borrowing privileges at local libraries. This level of funding will not allow the library to restore Thursday morning hours that were lost in FY 2004; Sunday hours will only be possible through private fundraising. The proposed budget will not support additional staffing to respond to the continued increase in interlibrary loans and materials processed through the statewide delivery service. This level of activity has already placed a burden on the Circulation Department staff who cannot keep up with the workload. This results in a time delay in clearing materials from patron accounts and making them available to the public for borrowing. The library is moving forward with innovative, high value computer/electronic services for Arlington residents, utilizing cost effective technologies to improve staff productivity and customer service. Unfortunately, funding will not be available in the FY2013 budget to hire a technology assistant to enhance the Technology Librarian's ability to continue to deliver first rate tech support and services to the staff and public as demand and dependency increase.

FY2013 Objectives

- Increase programs for children, teens and adults that reflect their needs, interests and expectations
- Secure funding for the Plugged In series that offers programs targeted at adults age 50+
- Continue efforts to ensure that the library provides a welcoming, useful and aesthetically pleasing environment by reviewing the need to replace/re-upholster the easy chairs and improve lighting throughout the building
- Implement changes to first floor configuration to improve the layout of collections and services
- Evaluate existing procedures for the selection, ordering and processing of items for the library collection to ensure efficiency
- Expand efforts to form partnerships with community organizations
- Continue to implement strategies including social media to market library resources and services
- Seek funding for potential digitization projects including the local history collection
- Move forward with innovative, high value computer/electronic services utilizing effective technologies to improve staff productivity and customer service
- Provide support to the Robbins Library Foundation that was established in FY 2012 to develop and conduct a comprehensive fundraising campaign
- Continue to work with the Friends of Fox to secure private funding to supplement the municipal budget
- Begin discussions on extending the current strategic plan or creating a new one for FY2014-2017
- Develop a plan for the implementation of RFID technology in FY2016



Major Accomplishments for 2011

- Library recorded the highest circulation in its history (641,994), a 29% increase since 2001
- Maintained a high quality of services to the public despite staffing shortages in the Adult Services, Branch, Children's and Administrative departments due to freeze on filling five vacancies
- Implemented a very successful series of programs targeted to adults age 50+ with grant funding from the Institute of Museum and Library Services
- Offered a very successful summer reading program for all ages and a Community Read series in the fall
- Continued to provide a wide variety of creative children's programs with funding from the Anne Russell Fund
- Initiated a very popular Independent Film Series
- Provided a collection of early readers for children just learning to read with a grant from the Arlington Rotary Club
- Developed a marketing plan to better inform the public about library services
- Engaged in a successful web development project that gives the library user a focused website with professional standard design, usability and technical specifications including a separate mobile site
- Continued to utilize social media to promote library programs and services through email announcements, Facebook account, blogs, and Twitter

Major Accomplishments for 2011 (cont.)

- Initiated i-chat reference service that gives the librarians an additional way to serve the public remotely and provide excellent customer service in real time
- Other technological services included the installation of a new Comcast circuit through the Minuteman Library Network that improve capacity and internet speed for public computer users at the Main and Fox branch libraries, the addition of both wireless internet service and a public catalog station at the Fox branch.
- Handled the re-barcoding of thousands of materials for streamlined processing through the state-wide delivery system
- Reviewed and updated library policies affecting the public
- Received an Honorable Mention in the Massachusetts Library Association Public Relations Contest for Books in Bloom
- Co-sponsored with the Garden Club another Books in Bloom fundraiser that sold out
- Initiated Friday hours at the Fox Branch Library with funding from the Friends of Fox
- Provided books and audiovisual materials, art prints, databases, computer equipment, museum passes and programs for the Robbins and Fox Libraries with funding from the library trust funds and Friends of the Robbins Library
- The Board of Library Trustees and the Friends of the Robbins Library succeeded in raising money for Sunday openings for a fourth year in a row

Fiscal Year 2013 Budget

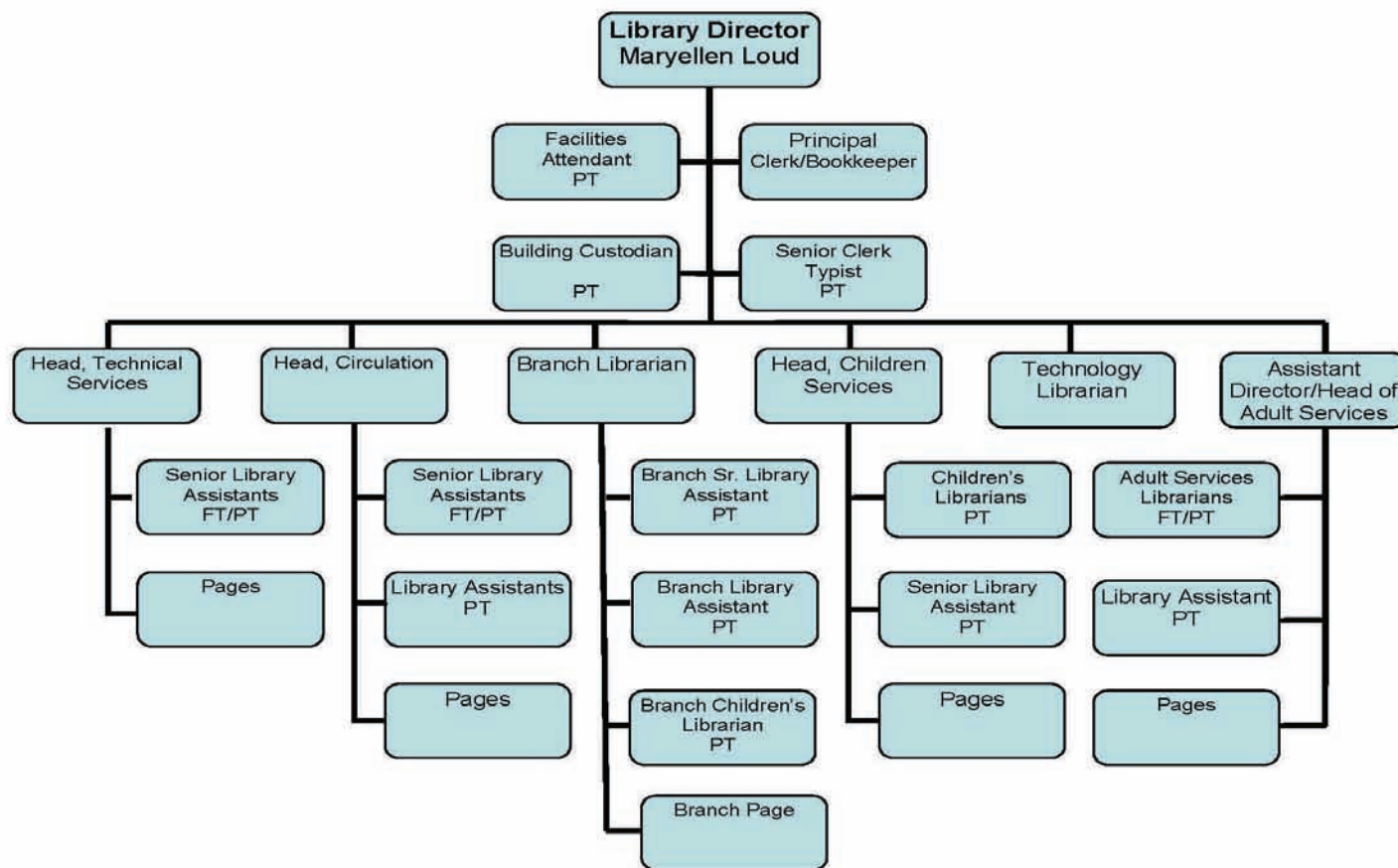


Libraries

Performance / Workload Indicators				
Libraries	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Circulation of materials	625,894	641,994	642,000	642,000
Interlibrary loans processed	118,373	130,309	131,600	133,000
Reference questions answered	79,047	78,280	79,000	79,000
Children's programs	353	331	350	350
Adult and YA programs	89	85	85	85
New items ordered and processed	19,040	18,276	18,500	18,500
Website visits	174,853	206,706	211,000	215,000
Visits to Robbins Library	319,673	321,898	322,000	322,000
Uses of Meeting Rooms	985	997	1,000	1,000

STAFFING				
Libraries	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Managerial	1	1	1	
Clerical	19	19.8	17.48	
Professional/Technical	10.4	9.8	12.02	
Custodial/Bldg. Maint.	0.9	0.7	0.8	
Total	31.3	31.3	31.3	

PROGRAM COSTS				
Libraries	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Personal Services	1,386,859	1,447,609	1,457,221	
Expenses	472,113	532,870	588,680	
Total	1,858,972	1,980,479	2,045,901	





HEALTH AND HUMAN SERVICES

BOARD OF HEALTH • VETERANS' SERVICES •
COUNCIL ON AGING



Program Description

The Department of Health and Human Services (ADHHS) is the agency that oversees the Health Department, Council on Aging, Arlington Youth Counseling Center, and the Veteran's Services Office. The agency also coordinates the activities of the following boards: Board of Health, Board of Youth Services, Council on Aging, Disability Commission and the Human Rights Commission. Additionally, the agency works with the Food Pantry, Widows Trust Fund Commission, Youth Health and Safety Coalition and the Health and Human Services Charitable Corporation and manages funds from the Community Development Block Grant, Fuel Assistance Fund as well as many state and federal grant funding sources.

The Health Department is the lead division under ADHHS. The Health Department is required by state and local laws and regulations to perform many critical duties related to the protection of public health. These duties cover a wide range of public health control and prevention activities, including: disease surveillance; the promotion of sanitary conditions in housing, recreational facilities, and food establishments; elimination of nuisances; the protection of the environment; and numerous other federally and state mandated responsibilities.

Budget Statement

The FY2013 budget request for the Health Department is an increase of \$6,836 due to increases in personnel fixed costs and miscellaneous expenses. The Department will continue to receive \$10,000 from emergency preparedness funding from the federal level and will continue to increase and maximize the vaccination program. The Department will continue to see increases in departmental and financial capacity at the Arlington Youth Counseling Center. Increasing demand is expected in all areas of assistance such as Veterans Assistance, Food Pantry and Heating Assistance.

FY2013 Objectives

- The Department will continue to work to secure alternate funding from state and federal sources as well as private funding to cover programs and projects within both the Council on Aging for senior transportation and in the Arlington Youth Counseling Center to provide counseling to youth and families.
- The Health Department will implement Biotechnology Regulations and will improve Tobacco Control Regulations.
- The Health Department will continue to work to control the spread of communicable diseases such as tuberculosis and salmonella.
- The Health Department will continue to work with the Hoarding Response Team to promote safe properties and homes.
- The Health Department will work to improve the department web site to include more downloadable forms
- The Department of Health and Human Services will continue to assist the towns neediest residents by continuing the food pantry and fuel assistance programs.

STAFFING

Health & Human Services	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Managerial	1	1	1	
Clerical	1	1	0.8	
Professional/Technical	2.3	1.9	2.5	
Total	4.34	3.95	4.25	

PROGRAM COSTS

Health & Human Services	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Personal Services	262,643	281,448	287,166	
Expenses	21,037	23,872	24,990	
Total	283,680	305,320	312,156	



Major Accomplishments for 2011

- The Department of Health and Human Services implemented a department-wide credit card system to collect permit fees, counseling fees, rental fees and donations. In total over \$30,000 was collected using the new program.
- The Department of Health and Human Services developed a donation database to track department wide donations.
- The Health Department established a Hoarding Response Team with public safety partners in order to safely and effectively address dangerous properties in town.
- The Health Department offered a shingles vaccination clinic to town residents, which is one of the least accessible vaccines to the public today due to scarcity and cost.
- The Health Department again offered flu vaccinations to all public school children.
- The Health Department improved the demolition inspection program and temporary food inspections program.
- The Health Department worked closely with the Department of Environmental Protection to identify potential indoor air concerns related to a dry cleaner.
- The Arlington Youth Counseling Center hosted its first annual fund raiser and raising almost \$20,000 for the center.
- The Arlington Youth Counseling Center received a \$25,000 grant from the Symmes Medical Use Non-Profit Corporation to provide counseling services to youth and families that are unable to pay for services and received a \$25,000 grant from the local CHNA for substance abuse related services and prevention.
- The Arlington Youth Counseling Center received funding to pay for a case manager to work with residents that struggle with basic needs such as housing, food and health care.
- The Council on Aging received a \$25,000 grant from the Symmes Medical Use Non-Profit Corporation to pay for transportation services for seniors to go to medical appointments.

Performance / Workload Indicators

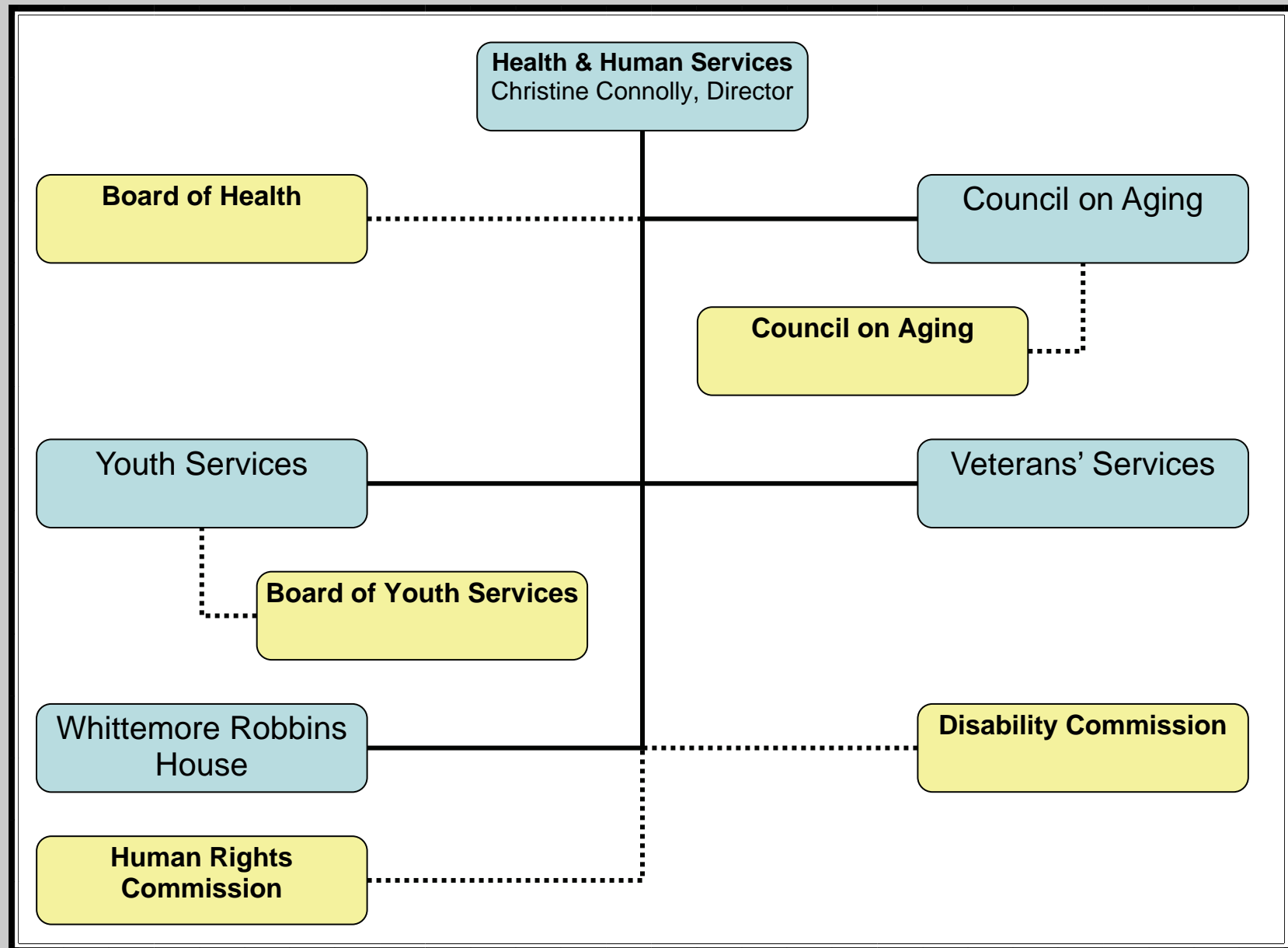
	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Health Department				
Food Inspections	325	304	463	475
Tobacco Compliance Checks	22	26	27	26
Tanning Establishment Inspections	0	2	2	2
Demolition Inspections	16	20	25	25
Housing Inspections	68	95	100	125
Public Pool Inspections	9	15	14	14
Public Beach Inspections	15	18	6	6
Resident Complaints	299	285	300	300
Communicable Disease Investigation	123	109	125	130
Flu Vaccinations Administered	7340	3000	2015	2500

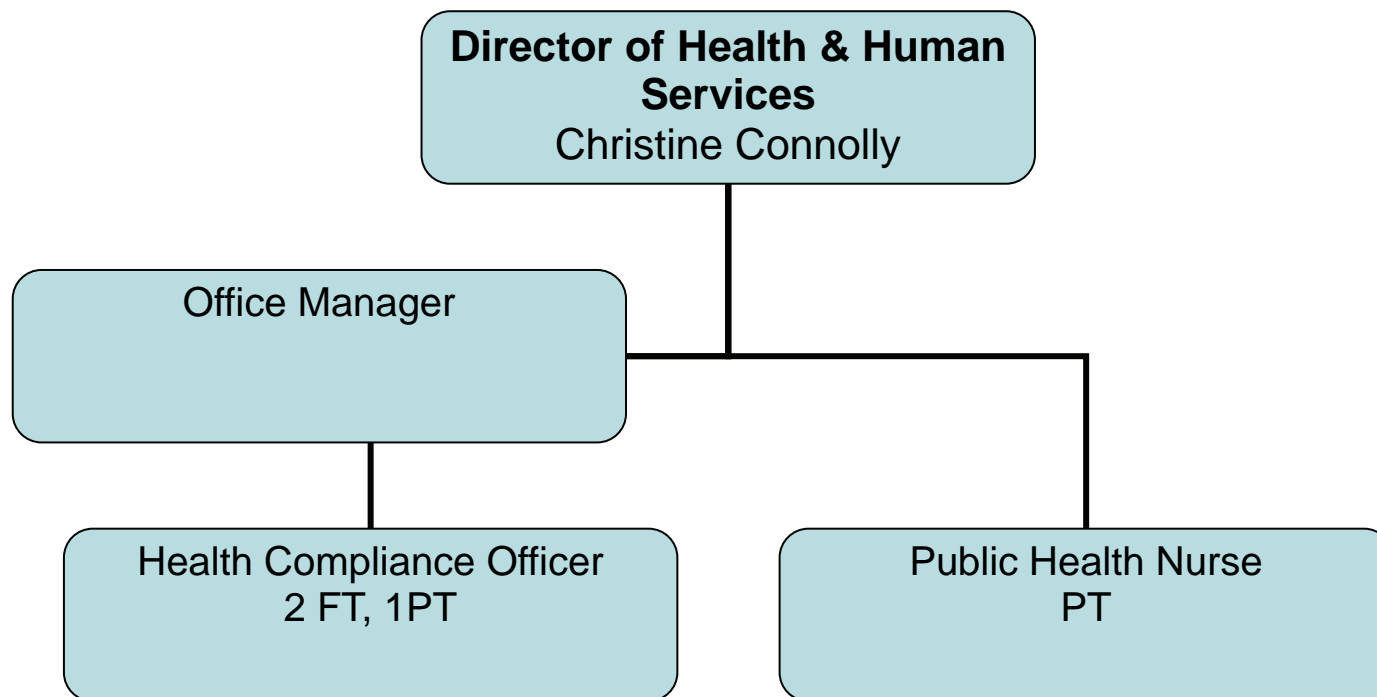
Performance / Workload Indicators

	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Health & Human Services				
Food Panty Average Monthly Distribution	359	448	560	701
Assistance Program - Families served	78	30	85	150

Performance / Workload Indicators

	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Rentals				
Whittemore Robbins House Events	25	34	30	30
Town Hall Auditorium Events	49	52	50	50





**Program Description**

The Department of Veterans' Services provides aid and assistance to qualifying veterans, their spouses, and their dependents through The Department of Veterans' Services (DVS) for The Commonwealth of Massachusetts. Acting as a liaison with the Department of Veterans' Affairs (VA) in Washington DC, the office helps to answer questions concerning VA benefits, supplies forms for benefits, and assists in completing the forms in order to receive the benefits. The office is involved in the coordination and/or collaboration, attendance, and participation in all ceremonies and parades honoring veterans.

Budget Statement

Due to the number of veterans returning from service, an increase of \$8,000 for veterans' aid and assistance is requested for FY2013. The remaining \$636 increase for FY2013 is due to personnel fixed costs.

FY2013 Objectives

- Request for and receive 75% reimbursement from DVS for all aid and assistance benefits awarded.
- Apply for and receive 75% reimbursement for flags decorating veterans' graves on Memorial Day.
- Coordinate and/or collaborate on, attend, and participate in Patriots' Day Parade, Memorial Day Parade, Veterans' Day Parade, and all other ceremonies honoring veterans.
- Increase awareness of DVS and VA benefits available to veterans and/or their dependents.
- Be available to supply and help complete necessary forms for benefits with both the VA and the DVS, and answers to questions concerning any other veterans issues.
- Streamline and computerize office for maximum efficiency.
- Improve locating of veteran's graves at Mount Pleasant Cemetery.

STAFFING

Veterans' Services	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Managerial				
Clerical				
Professional/Technical	1	1	1	
Total	1	1	1	

PROGRAM COSTS

Veterans' Services	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Personal Services	55,246	59,717	60,353	
Expenses	259,609	271,339	279,339	
Total	314,854	331,056	339,692	-



Major Accomplishments for 2011

- Veterans' Services was a main contributor in the committee that brought "The Vietnam Moving Wall" to Arlington in April 2011. The ceremonies and exhibit were well attended and appreciated by all.
- Created Memorial Squares to honor Lt. Richard S. Ryrholm - KIA in WWII, S/Sgt. John J. Farrell - KIA WWII, and The Carrolls - father and six sons who were all veterans for their service to the country and the Town of Arlington.
- Assisted twenty-two veterans and seven widows in acquiring maximum VA benefit.
- Assisted seventeen veterans acquire annuities and/or bonuses.
- Assisted fifteen veterans acquire "Welcome Home" bonus.
- Assisted fourteen veterans and/or spouses receive aid and assistance from VA.

Performance / Workload Indicators

	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Veterans' Services				
Department of Veteran Services Clients (DVS)	65	68	68	72
Department of Veterans' Assistance Clients (VA)	71	75	80	85



Health & Human Services Director
Christine Connolly

Veterans' Agent



Program Description

The Council on Aging, a division of the Department of Health & Human Services, provides advocacy and support services to help Arlington elders live dignified and independent lives. The agency's primary responsibilities are to identify the unmet needs of the community's elder population; to design, promote, or implement services to address such needs; and to coordinate with other services in the community.

The nation's elder population is rapidly growing. The Council on Aging strives to identify the needs of this rapidly-expanding segment of our population and to develop or coordinate services to meet those needs.

Budget Statement

The budget for FY2013 provides for level services with an increase of \$1,602 requested due to personnel fixed costs and miscellaneous expenses. Over the next few years, in light of the current fiscal climate, efforts must be geared toward maintaining current level of services. The Department will continue to seek out grants and gift funds from private sources.

FY2013 Objectives

- For the Council to become more involved in financial advocacy and resource development.
- To develop and implement a Transportation Program transition plan that will allow the program to become more financially sustainable.
- To develop and implement a computer-based GIS program for both the transportation program as well as the general department to better capture department data in order to best serve clients.

STAFFING

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Council on Aging				
Managerial	1	1	1	
Clerical	1.0	0.9	0.9	
Professional/Technical	1.2	1.1	1.1	
Total	3.15	3.00	3.00	

PROGRAM COSTS

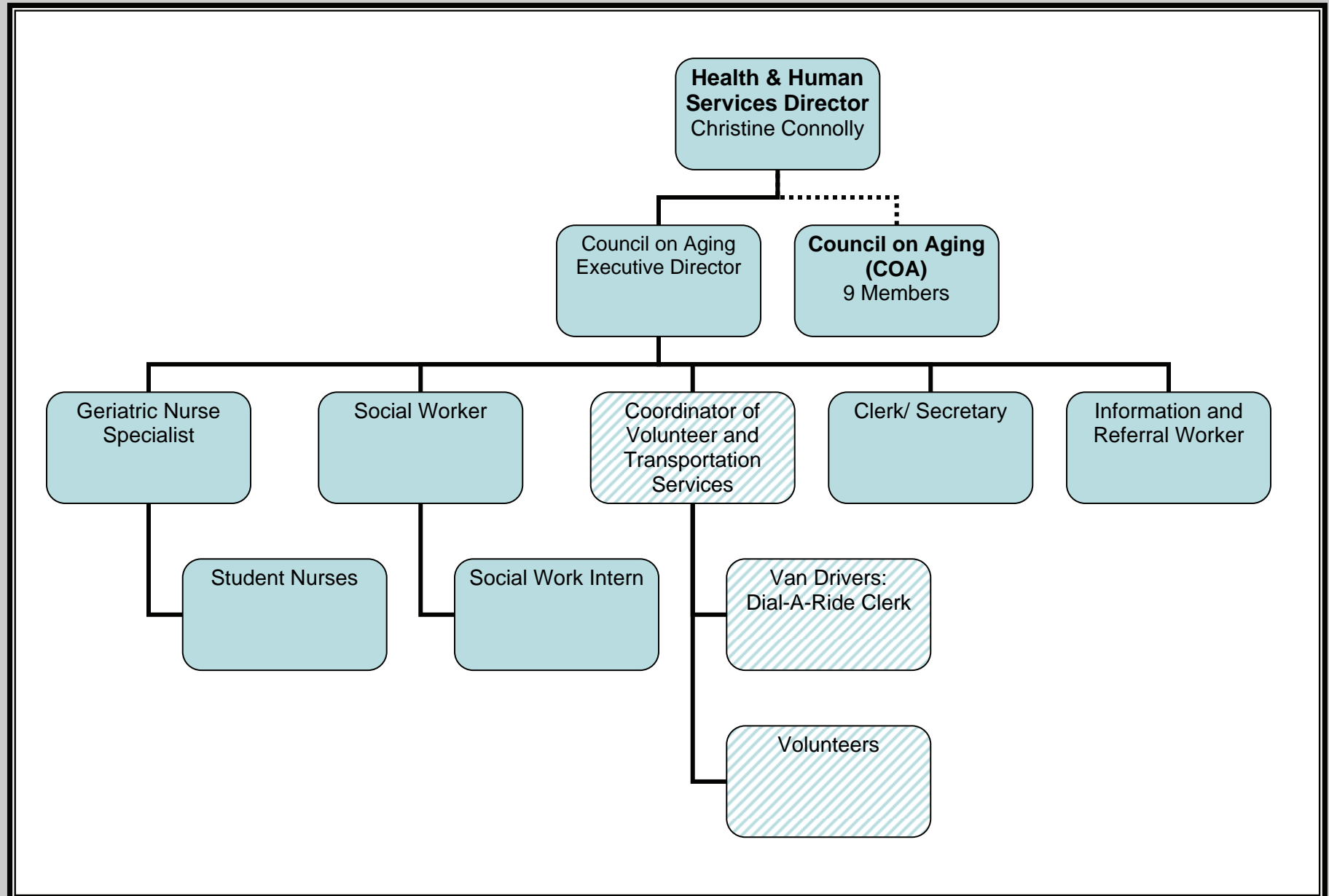
	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Council on Aging				
Personal Services	164,442	181,654	182,730	
Expenses	4,372	4,414	4,940	
Total	168,814	186,068	187,670	-

Major Accomplishments for 2011

- Received a \$25,000 grant for medical transportation from the Symmes Medical Use Non-Profit Corporation.
- Received \$6,000 from the Friends of the Council on Aging for a computer-based program.
- Continued to provide health, wellness and social services programs throughout the year for seniors.
- As a result of a 25% increase in demand, hired a part-time social worker.

Performance / Workload Indicators

	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Council on Aging				
Units of Service Delivered Annually	123,621	127,329	132,422	132,400
Volunteers	95	110	125	130





NON-DEPARTMENTAL

RETIREMENT • INSURANCE



Program Description

The Arlington Retirement Board is an autonomous 5-person board which oversees the Town pension system under Massachusetts General Law, Chapter 32. Members of the Arlington Contributory Retirement System are active employees for the Town of Arlington, and the Arlington Housing Authority, who qualify for membership and retired employees who have fulfilled the requirements to be eligible to retire and have retired.

The Retirement Office is responsible for processing retirement and disability applications, a monthly retiree payroll, processing of refunds and transfers of annuity savings accounts, employee estimates of potential future benefits and the accounting for expenses, members' deductions and investment activities for the system as mandated by the Public Employees Retirement Administration Commission guidelines.

Non-Contributory Retirees are living retirees or survivors of retirees who had municipal employment that occurred prior to 1939, and are not members of the Arlington Contributory Retirement System. The Non-Contributory Retirees payroll and appropriation are under the jurisdiction of the Town of Arlington.

Budget Statement

The contributory pension budget for FY2013 has been increased by \$381,326. The non-contributory pension budget is projected to decrease by \$3,449 in FY 2013, with 5 remaining retirees.

PROGRAM COSTS

Pensions	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Personal Services				
Non Contributory	105,447	110,572	107,123	
Contributory	6,846,503	7,218,868	7,603,643	
Total	6,951,950	7,329,440	7,710,766	-

Performance / Workload Indicators

Pensions	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Contributory Enrollees				
Active Employees	677	699	699	699
Retired Employees	626	636	636	641
Non-Contributory Enrollees	6	5	5	5



Retirement Board

John J. Bilafer, Chairman
Richard Keshian
Kenneth Hughes
Kenneth Steele
Ruth Lewis, Ex Officio

Retirement Administrator

Richard Greco

Assistant Retirement Administrator



Program Description

The insurance budget comprises the cost of providing the following coverages:

Health insurance for town and school active and retired employees.

Life insurance is required to be provided to all employees in the amount of \$5,000 which is split 50% town funded and 50% employee funded.

Medicare costs are the federally required 1.45% of the salary of all employees hired after April 1986. Employees must also contribute 1.45% of their salary.

Indemnity insurance includes property insurance and automobile insurance coverage. Property insurance is provided for all of the town and school buildings and those that are rented are covered for general liability. Automobile insurance is required for all the town and school vehicles.

Public Official Liability insurance covers all public officials, who in the performance of their official duties, may be sued for those actions.

Unemployment insurance is paid for the actual employees who have been laid off from their positions. Unlike private employers, the town does not pay a premium. The Town hires an outside firm to closely monitor our claims and to appeal any irregularities.

Workers' Compensation covers the costs of employees injured as a result of their employment.

The Flexible Benefit Plan is a Section 125 plan which is provided to the employees for dependent care and health care costs not provided through health insurance coverage. Employees contribute tax free to this plan through payroll deductions. This budget pays for the administration of that plan.

Budget Statement

FY2013 represents the first full fiscal year that town employees will be part of the Commonwealth's Group Insurance Commission (GIC). It is currently projected that GIC rates will increase by 8% in FY2013. Taking into account a full 12 months of participation in the GIC, along with the projected 8% rate increase, the FY 2013 health insurance appropriation is projected to decrease by \$660,689 or 4.29%. When FY2013 GIC rates are announced in March, the actual percentage increase will be adjusted. Early indications point to a GIC rate increase that will be favorable to the Town. Other insurance costs are projected to decrease by \$93,450 or 8.63% and this is due to a projected decrease in unemployment costs.

FY 2013 Objectives

- Continue the transition of employees to the Group Insurance Commission through information, education, and customer service.
- Successfully comply with Federal Health Insurance Reform.
- Maximize collection of available Federal subsidies for medicare drug costs (Part D) and early retirement reinsurance program (ERRP).
- Continue to promote and support wellness programs for our employees.
- Continually monitor enrollment to ensure Town is keeping costs in check.
- Continue to offer opt out program for employees and retirees.
- Further enhance the new First Point of Medical Contact Program for work-related injuries, saving time and costs in the medical treatment of our employees.
- Administer the Employee Health Mitigation Fund including successfully educating and supporting employees in the proper utilization of the Health Reimbursement Arrangement.

PROGRAM COSTS

	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Insurance				
Personal Services				
Group Life	44,839	55,000	55,000	
Group Health	15,994,029	14,618,859	13,873,170	
Unemployment Ins.	347,310	293,450	200,000	
Medicare	728,943	725,000	760,000	
Indemnity	203,272	250,000	250,000	
Liability	43,103	50,000	50,000	
Workers' Compensation	484,383	490,000	490,000	
Flexible Benefit Plan	(794)	800	50,800	
Total	17,845,085	16,483,109	15,728,970	-



Program Description

The **Health Insurance** budget provides for the Town's portion of the cost for providing health insurance benefits to all town employees, retirees and surviving spouses. The Town is a member of the Commonwealth's Group Insurance Commission, and therefore Town employees are enrolled in the same health plans as all state employees. The Town pays differing contribution splits based upon plan selection and bargaining unit, as demonstrated below.

Indemnity Plans (75% employer /25% employee):

Unicare State Indemnity Plan Basic with CIC
Unicare State Indemnity Plan Basic without CIC

HMO Plans (85/15% union and retirees):

Fallon Community Health Plan Direct Care
Fallon Community Health Plan Select Care
Harvard Pilgrim Primary Choice Plan
Health New England
Neighborhood Health Plan
Tufts Health Plan Spirit

PPO Plans (80/20% Non Public Safety and retirees w/o Medicare)
(75/25% Public Safety - Police and Fire)

Harvard Pilgrim Independence Plan
Tufts Health Plan Navigator
Unicare State Indemnity Plan/Community Choice
Unicare State Indemnity Plan/PLUS

Medicare Extension Plans:

Fallon Senior Plan (85/15%)
Harvard Pilgrim Medicare Enhance (75/25%)
Health New England MedPlus (85/15%)
Tufts Health Plan Medicare Complement (85/15%)
Tufts Health Plan Medicare Preferred (85/15%)
Unicare State Indemnity Plan/Medicare Ext. with CIC (75/25%)
Unicare State Indemnity Plan/Medicare Ext. without CIC (75/25%)

Dental Plan:

Delta Dental - Two levels of plan offerings – these plans are paid 100% by the employee.

FY 2013 Objectives

- Continue the transition of employees to the Group Insurance Commission through information, education, and customer service.
- Aggressively monitor retirees turning 65 and becoming Medicare eligible and ensure enrollment into appropriate plan. Maintain list of those turning 65 in the next sixth months and direct mail them semi-annually.
- Continually monitor enrollment to ensure Town is keeping costs in check.
- Continue to offer opt out program for employees and retirees, which is now utilized by over 50 subscribers, thereby providing the Town significant savings.
- Explore options for reducing retiree health care costs.

Budget Statement

FY2013 represents the first full fiscal year that town employees will be part of the Commonwealth's Group Insurance Commission (GIC). It is currently projected that GIC rates will increase by 8% in FY2013. Taking into account a full 12 months of participation in the GIC, along with the projected 8% rate increase, the FY 2013 health insurance appropriation is projected to decrease by \$660,689 or 4.29%. When FY2013 GIC rates are announced in March, the actual percentage increase will be adjusted. Early indications point to a GIC rate increase that will be favorable to the Town.



Major Accomplishments for 2011

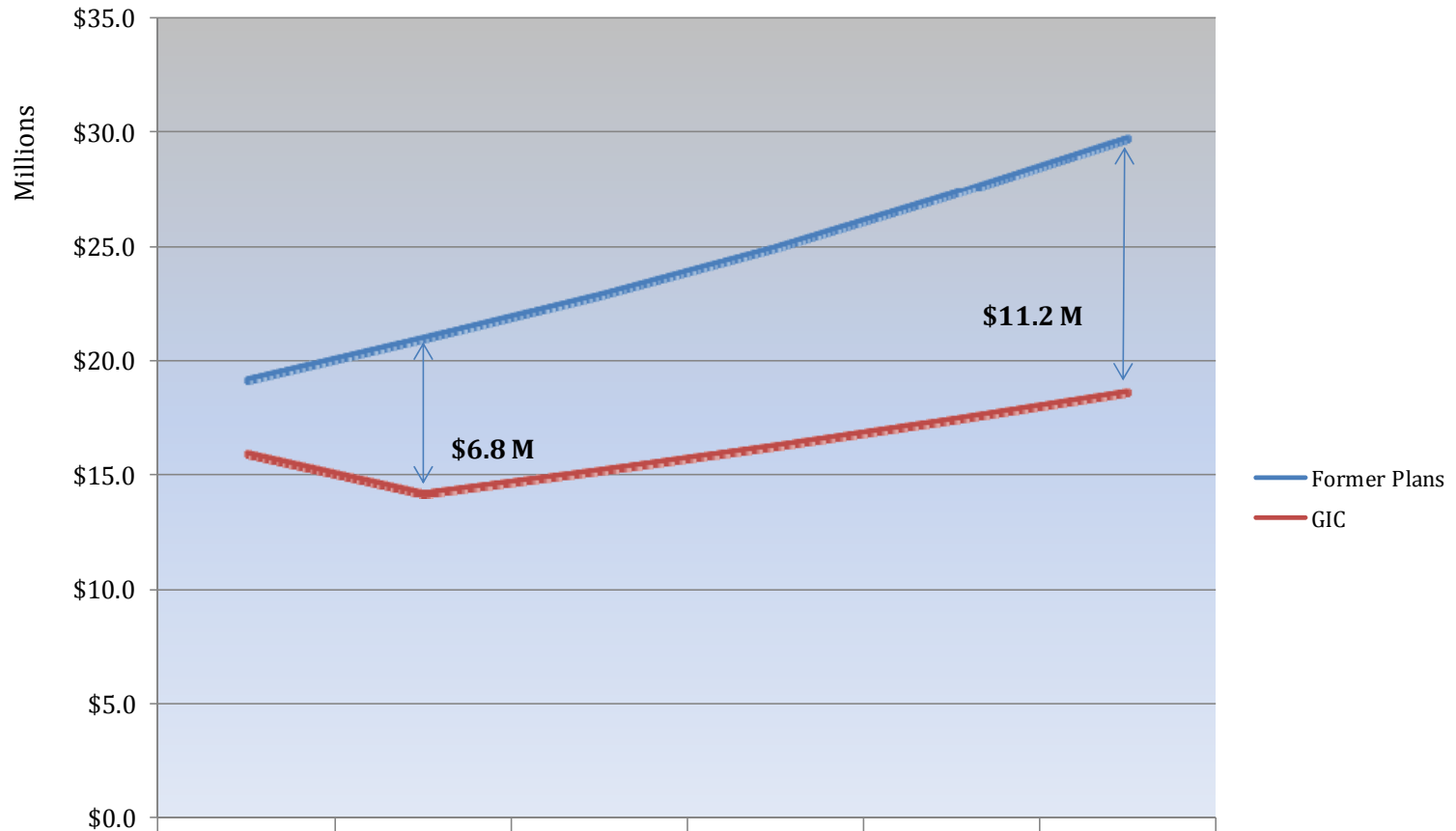
- Actively engaged in the Municipal Health Reform process, which allowed for the Town to begin the process before regulations were finalized by the Commonwealth. This proactive approach allowed the Town to enter the Group Insurance Commission on 1/1/2012, thereby realizing 6 months of premium savings in FY2012.
- Successfully reached agreement with the Public Employee Committee to migrate all town employees' health insurance to the Commonwealth's Group Insurance Commission, resulting in significant savings for the Town.
- Controlled the costs of property insurance, liability insurance and automobile insurance.
- Successfully notified all retirees to ensure compliance with mandatory medicare enrollment.
- Implemented several successful new wellness programs.
- Submitted successful application for federal early retirement reinsurance program reimbursements.

Performance / Workload Indicators

	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Health & Life Insurance				
Health Insurance Contracts Managed	1,923	1,878	1,870	1,830
Life Insurance Contracts Managed	1,079	1,067	1,050	1,050
Life Insurance Claims Processed	10	30	30	30



Health Insurance Cost Projections Former Plans vs. GIC



	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17
Former Plans	\$19.2	\$21.0	\$22.9	\$25.0	\$27.3	\$29.8
GIC	\$15.9	\$14.2	\$15.2	\$16.3	\$17.4	\$18.6
Annual Difference	\$3.3	\$6.8	\$7.7	\$8.7	\$9.9	\$11.2



SECTION V

ENTERPRISE FUNDS



ENTERPRISE FUNDS

WATER/SEWER • RECREATION • VETERANS' MEMORIAL
RINK • COUNCIL ON AGING TRANSPORTATION •
YOUTH SERVICES



Program Description

The Water and Sewer Division maintains the Town's water distribution system and the sewer collection system. The work involves maintenance and repairs on roughly 125 miles of water mains and 125 miles of sewer mains. Deteriorating and broken pipes are fixed, sewer mains are flushed, hydrants are maintained and flushed, and just under 13,000 meters are read twice per year.

Water Treatment and supply as well as sewer treatment is provided by the MWRA and the Director maintains a voting position on the Advisory Board. User fees support the majority of the Water / Sewer budget with the balance of \$5.59 million coming from the property taxes.

Budget Statement

The request for the Water/Sewer budget is up by \$1,068,310 (6%). The majority of this increase is in the preliminary projections for MWRA fees (up by \$935,090, 8.25%). Typically the Town projects increases of MWRA assessments of closer to 5% for budgeting purposes. This year, the MWRA reported a considerable increase in Arlington's water consumption during the first half of 2011. While significant efforts were made to determine the source of this increase, a source could not be found and by the beginning of the second half of the year, water consumption fell in line with expected values. Due to this, (what we believe to be a one time event due possibly to a prolonged undetected leak) Arlington's assessment is likely to be higher than typical. For comparison, last year's MWRA assessment increase was close to \$600,000. The more typical 5% increases are expected in the future as the MWRA is passing along debt costs incurred from capital improvements projects completed over the past several years.

An increase in Expenses accounts for \$109,900 of the projected budget. This increase is requested in anticipation of costs necessary to comply with stricter EPA Stormwater regulations due to take effect in FY13. Proposed Department Personnel Services increases are offset largely by reductions in health insurance costs. Revenue and cost tracking spreadsheets have been refined to give a more accurate picture of cash flows and revenue/expense forecasting. Our annual rate of consumption has been dropping by 2.0% annually, which dampens revenues. As consumption continues to drop and MWRA assessments continue to rise, forecasting appropriate rates will become critical.

FY2013 Objectives

- Develop current water/sewer regulations for the Town.
- Develop a 5-year schedule for specific Water Main Replacements and Sewer Rehabilitations; and post it on the Town Webpage.
- Utilize GIS mapping to identify problematic areas in Town.
- Update automated failure detection hardware/software for all sewer pump stations.
- Work to reduce Unaccounted for water use in Town.
- Continued support of an annual water main replacement program and the annual sewer improvements program.
- Improved customer response time.

PROGRAM COSTS

Water/Sewer Enterprise Fund	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Personal Services	1,800,982	1,842,623	1,945,845	
Expenses	2,499,843	2,710,044	2,715,072	
MWRA Assessment	10,756,395	11,333,865	12,268,955	
Capital Expenses	3,793,723	1,693,200	1,718,170	
Total	18,850,943	17,579,732	18,648,042	-

STAFFING

Water/Sewer Enterprise Fund	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Managerial				
Clerical	2	2	2	
Professional/Technical	0.5	0.5	0.5	
Public Works	14	14	14	
Total	16.5	16.5	16.5	

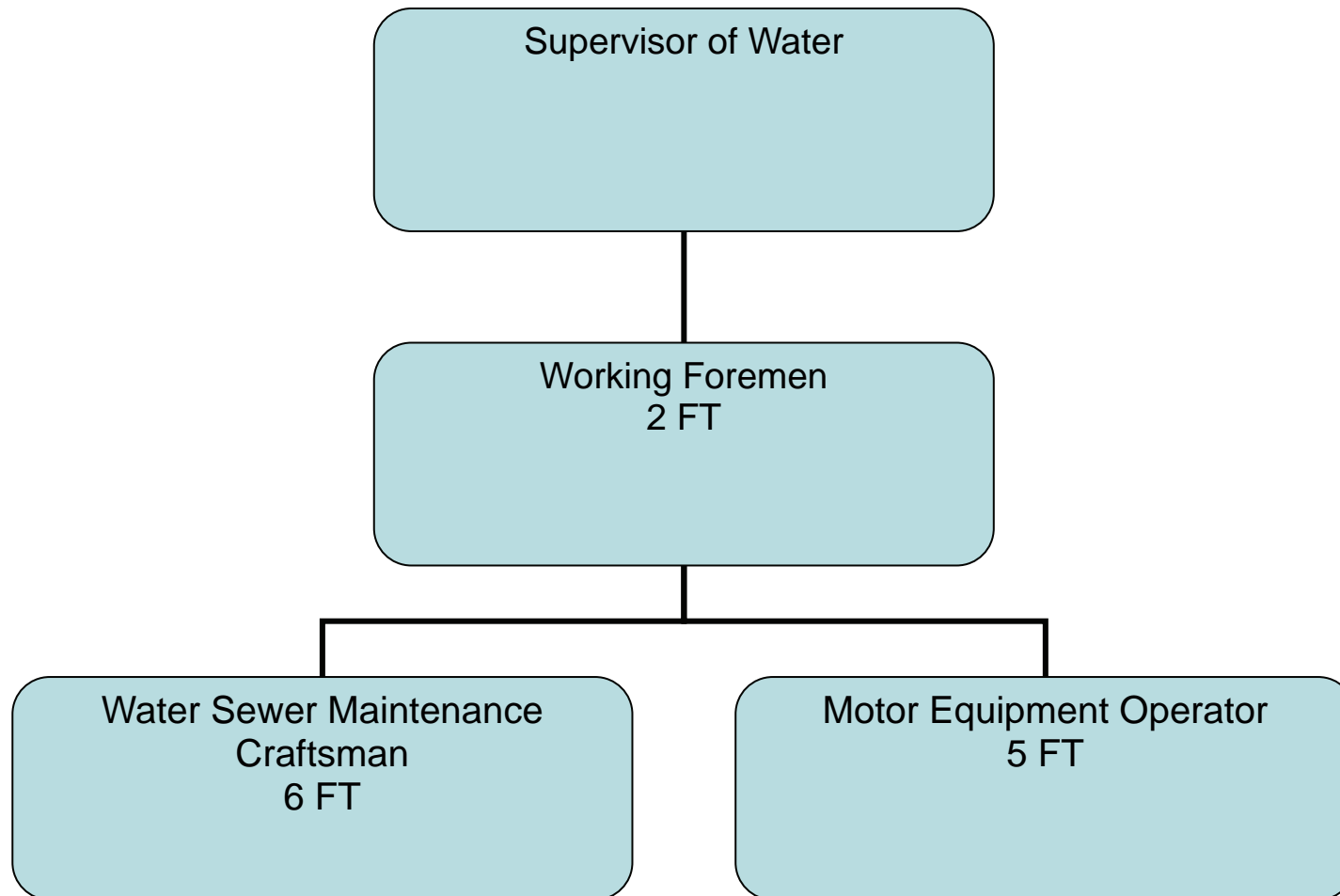


Major Accomplishments for 2011

- Replaced 638 water meters
- Provided water use data to the Town Treasurer for billing.
- Repaired water main leaks at 24 locations.
- Repaired water service lines at 35 locations.
- Replaced 38 hydrants.
- Flushed over 300 locations to clear blockages from sewer mains and services.
- Sampled 14 locations weekly for water quality.
- Provided over 350 mark outs for underground excavation work.
- Completed the installation of more than 13,000 wireless sending devices (80% of total project) on water meters at Arlington homes and businesses.
- Each device installation completes the conversion of the meter to the automated reading system.

Performance / Workload Indicators

<i>Water/Sewer Enterprise</i>	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Water Meters Read	32,370	32,370	32,370	32,370
Repair Water Main Leak/Break	36	24	27	27
Repair Water Service Leak	73	35	35	35
Repair or Install Meter	412	386	400	400
Repair or Install Hydrant	50	38	60	60
Catch Basins Cleaned	1,015	950	950	950
Flush a Sewer Back-Up	99	176	150	150
Replace or Install Sewer Pipe	42	144	150	150
Flush a Sewer Main	118	128	120	120
Excavation Mark outs	358	356	360	360
Water Quality Test Sites	14	14	14	14
Water Mains - miles	131	131	131	131
Sewer Main - miles	117	117	117	117
Sewer Pump Stations	6	9	9	9
Fire Hydrants	1,396	1,396	1,396	1,396





Program Description

Arlington Recreation, a self-sustaining division of the Town of Arlington and it is proud to offers safe, quality and affordable recreational programs and facilities for citizens of all ages and abilities. Our staff members are qualified professionals who are dedicated to serving the community with excellence and pride. The primary responsibilities of the department are to plan coordinate and supervise year round recreation and leisure programs. The Recreation Department operates and manages the Reservoir Beach, Gibbs School Gymnasium, Ed Burns Arena, North Union Spray Pool and Fox Library Community Room. Additionally, the Recreation Department oversees the operations, capital improvements, scheduling, and permitting to all the parks and playgrounds in Town under the Park Commission's jurisdiction.

FY2013 Objectives

- Ensure the quality of programs offered by continuing hiring qualified instructors and program staff.
- Continue to explore alternative recreational program offerings that meet the needs of the community.
- Continue to investigate alternative facilities for additional recreation program space.
- Increase fundraising and special event offerings.
- Organize and implement a state licensed after school program
- Continue to work with Natural Resources on developing a maintenance plan and capital plan for parks and playgrounds.
- Broaden program offerings for children with special needs.

Budget Statement

Overall the FY 2013 budget will decrease by \$283.

With a focus on the quality of programming at a reasonable price, we are continuing to predict increases in overall participation, which will increase revenue.

The department will continue to investigate obtaining a multi-use facility and after school care space to allow for program and revenue expansion. The department will also coordinate and supervise capital improvements of our recreational facilities including the rink, reservoir, spray pool, playgrounds, Gibbs Gymnasium, fields and parks. Recreation will continue to also be the permitting authority for these facilities.

PROGRAM COSTS

Recreation Enterprise Fund	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Personal Services	268,641	262,103	262,147	
Expenses	251,642	266,248	265,921	
Total	520,282	528,351	528,068	-

STAFFING

Recreation Enterprise Fund	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Managerial	0.5	0.5	0.5	
Clerical	1.5	1.27	0.62	
Professional/Technical	1	1	1	
Custodial/Bldg. Maint.	0.25	0	0	
Total	3.25	2.77	2.12	

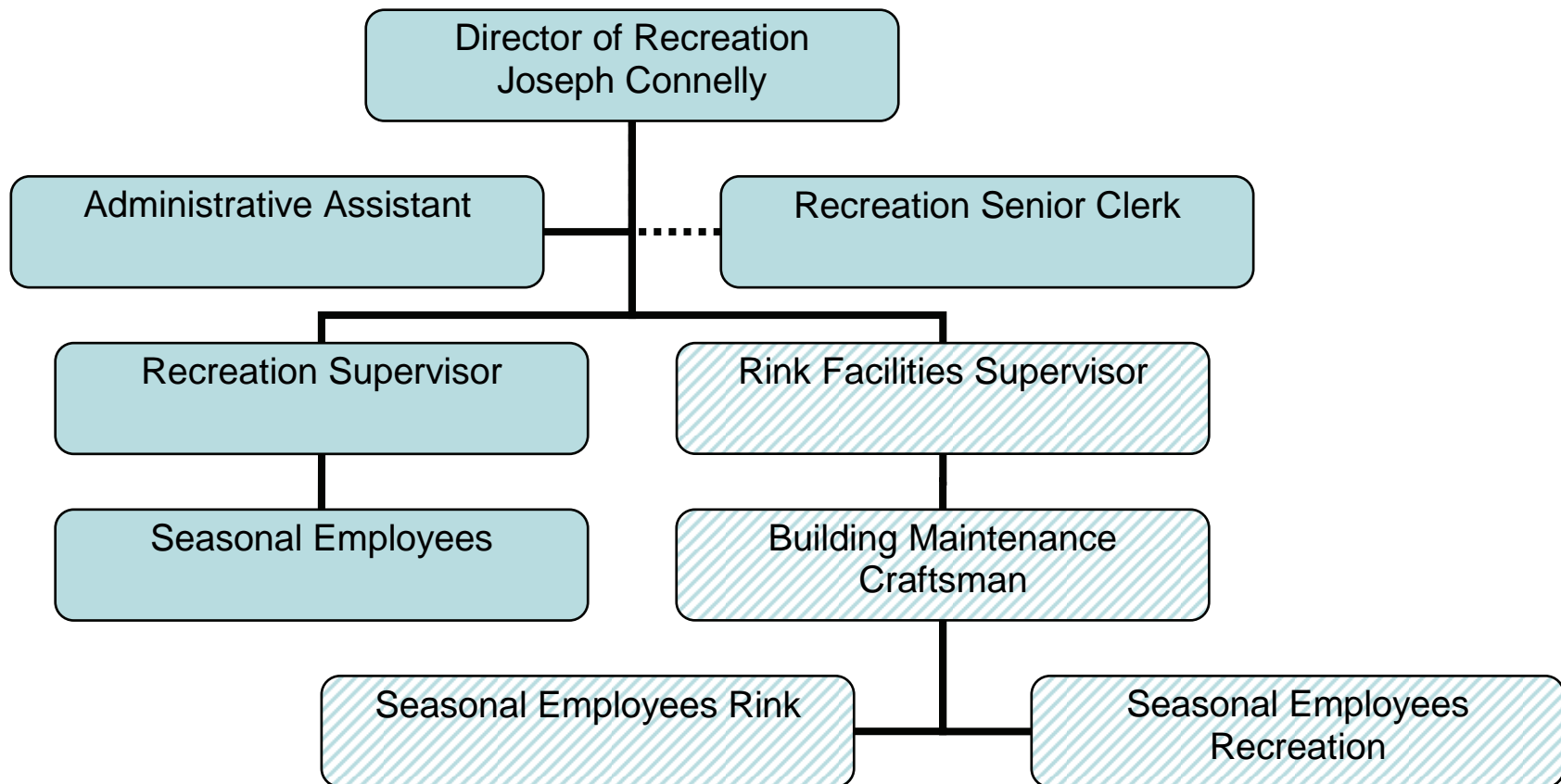


Major Accomplishments for 2011

- Offered a variety of new programs including: American Girls Doll Program, Star Wars Lego Land, Strong Men/Women, Get Fit & Play, Black Crow Yoga, Expanded Travel Basketball Options, Summer Micro Soccer League, Summer Exploration.
- Renovation and planned capital improvements to Summer Street Playground and Park, Wellington Tennis Courts, Robbins Farm Slide Gibbs and Arlington's first dog off leash recreation area at Thorndike Field.
- Held Fourth Annual Recreation Department Golf Tournament fundraiser
- Continued community special events such as Town Day Race, Egg Hunt, and the Daddy Daughter Dance.
- Completed implementation of Article 36 Off- Leash Dog By-Law and it's one year review.
- Continued scheduling and oversight of the Fox Library Community Room.

Performance / Workload Indicators

<i>Recreation</i>	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Participants:				
Fall	920	1,110	1,100	1,100
Winter	1,506	1,207	1,300	1,300
Spring	812	772	775	775
Summer	1,634	1,832	1,850	1,850
Reservoir Tags:				
Adult Resident	455	437	440	440
Child Resident	443	395	400	400
Senior Citizen	70	71	70	70
Non Resident	13	24	20	20
Resident Family	379	340	350	350
Non Resident Family	34	27	30	30
Resident Family Plus 1	70	64	70	70
Non Resident Family Plus 1	3	6	10	10
TOTAL:	1,467	1,364	1,390	1,390
Reservoir Passes:				
Res Weekday Pass	4,254	3,050	3,200	3,200
Res Weekend Pass	1,827	1,667	1,600	1,600
TOTAL:	6,081	4,717	4,800	4,800





Program Description

The Ed Burns Arena is a self sustaining Division of the Town of Arlington Recreation Department. The Recreation Department is proud to offer safe, quality and affordable recreational programs and facilities for citizens of all ages and abilities. The Ed Burns Arena is a newly renovated indoor ice facility located at 422 Summer Street in Arlington. The facility includes a regulation size rink of 85' x 197' with spectator seating for 1,000 people. Complete snack bar/Concession services are available (varying hours) and vending machines are located in the main lobby. Skate rental and sharpening services are available. Team rooms are available for those renting ice time. The Ed Burns Arena is open to the public for skating during the months of August through April. Along with seasonal skating opportunities for the public, many school-sponsored hockey programs as well as private hockey leagues use the rink.

In the off season the rink bed is used for a variety of events including roller skating, in-line skating leagues, batting cages, indoor soccer/lacrosse and social dances.

Budget Statement

The overall budget for FY 2013 will increase by \$13,243 primarily due to an increase in our capital expenditures and increased electrical cost.

The department looks to increase revenues through additional programming, fundraising and specialized marketing opportunities. Arlington Recreation will be able to open the rink earlier and extend the existing skating season due to mechanical improvements made during the recent renovation. Extending the season of the rink will bring in additional revenues for the department.

FY2013 Objectives

- Continue to aggressively look to rent ice hours historically not rented including mid day slots during the weekday. Special rates will be offered to make these times attractive to the public.
- Continue to pursue fundraising opportunities to generate additional revenues. These events will be run in conjunction with the Recreation Division and will include our annual golf tournament.
- Other alternative opportunities of raising revenue will be investigated including the addition of a pro shop, video games and special reserve seating passes.
- Specialty hockey and skating camps will be investigated for the late summer months as well as after season tournaments.
- Implement third phase of capital improvements including a new cooling tower, new electric Zamboni and improved dehumidification system.

PROGRAM COSTS

Veterans' Memorial Rink Enterprise Fund	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Personal Services	221,941	239,721	241,063	
Expenses	310,503	299,015	310,916	
Total	532,444	538,736	551,979	-

STAFFING

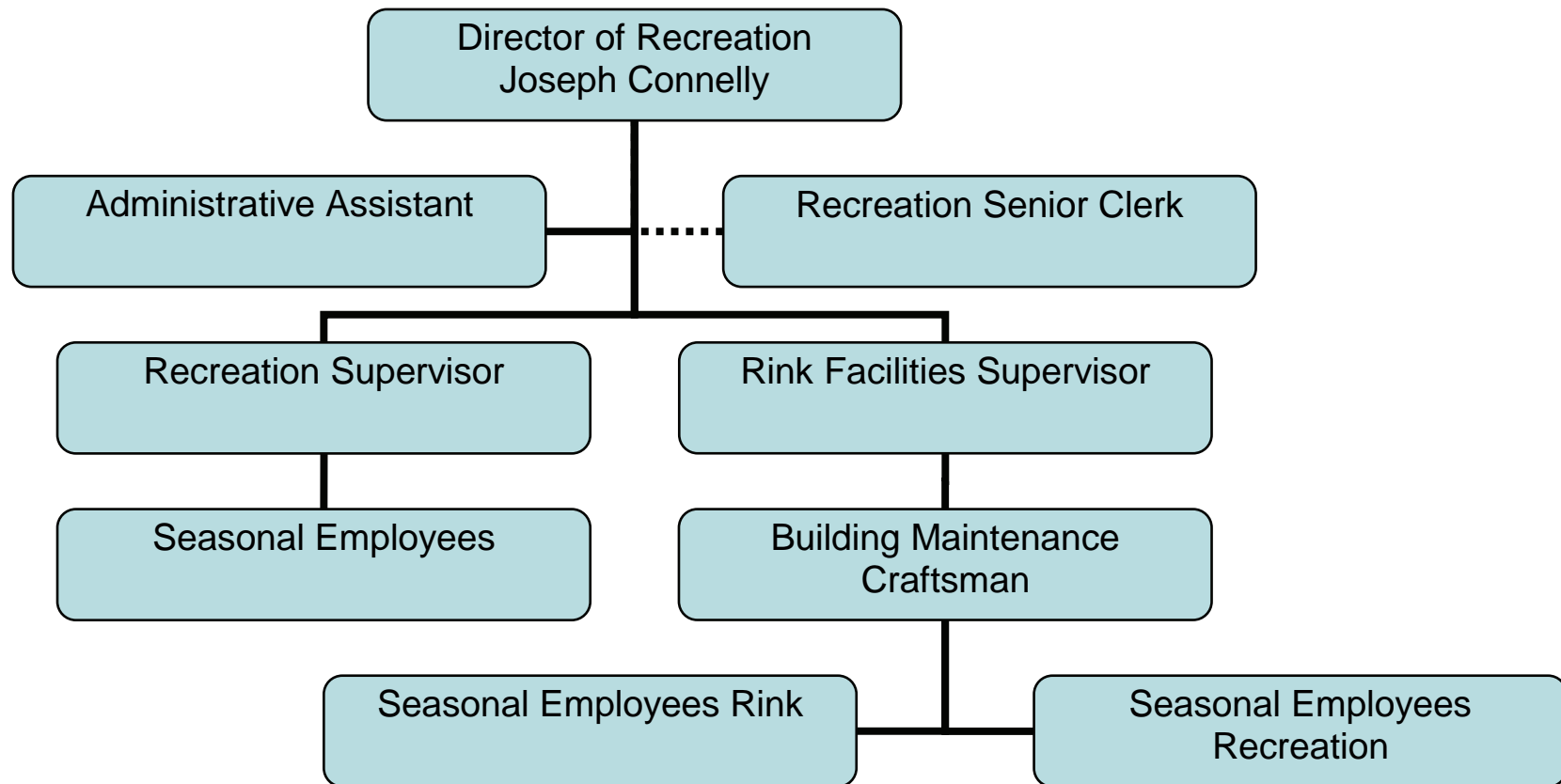
Veterans' Memorial Rink Enterprise Fund	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Managerial	0.5	0.5	0.5	
Clerical	0.75	0.77	0.62	
Professional/Technical	1	1	1	
Custodial/Bldg. Maint.	0.75	1	1	
Total	3	3.27	3.12	

**Major Accomplishments for 2011**

- Maintained a high quality ice surface throughout the skating season.
- Despite some unexpected necessary capital repairs the division ended the year with a small surplus.
- Extended the operations of the rink into the months of August and April with expanded camp and public skating options.
- Brought roller skating and in-line skating to the Ed Burns arena during the off season.

Performance / Workload Indicators

<i>Veterans' Memorial Rink</i>	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Ice Rental Hours	1,859	1,944	1,950	1,950
Public Skate/Lesson Hours	500	610	600	600
Public Skating Participants:				
Adults	3,979	4,484	4,400	4,400
Children/ Seniors	7,846	8,317	8,300	8,300
Public Skating Passes:				
Adults	58	53	55	55
Children/ Seniors	98	127	100	100
Skate Rentals	2,762	3,235	3,200	3,200
Skate Sharpening	20	15	15	15
Stick and Puck	557	557	550	550





Program Description

The Council on Aging Transportation Program was established as a Town Enterprise Fund in 1988. Its purpose is to provide affordable transportation for Arlington's low and moderate-income seniors, and for the disabled. As an Enterprise Fund, the COA Transportation Program must generate sufficient revenues to meet its Program expenses. Program revenues are client fees and Community Development Block Grant (CDBG) funding, but no municipal dollars.

The agency's lift-equipped vans and subsidized taxi program provide about eight hundred fifty one-way trips each month for Arlington seniors.

Budget Statement

The budget for FY2013 is requested to increase by \$11,166 as an on-call van driver's position is being added. Over the next few years, in light of the current fiscal climate, efforts must be geared toward maintaining current level of services. The Department will continue to seek out grants and gift funds from private sources.

FY2013 Objectives

- To develop and implement a Transportation Program transition plan that will allow the program to become more financially sustainable for years to come.
- To identify and continue to meet the transportation needs of Arlington's elders, serving primarily low-and middle-income clients, and the disabled.
- To seek out donations from local hospitals, banks and other funders.
- To apply for state and federal funding for senior transportation.
- To develop and implement a computer-based GIS program for both the transportation program as well as the general department to better capture department data in order to best serve clients.

Council on Aging Transportation	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Managerial				
Clerical	0.10	0.54	0.54	
Transportation Drivers	1	1	1	
Total	1.1	1.54	1.54	

PROGRAM COSTS

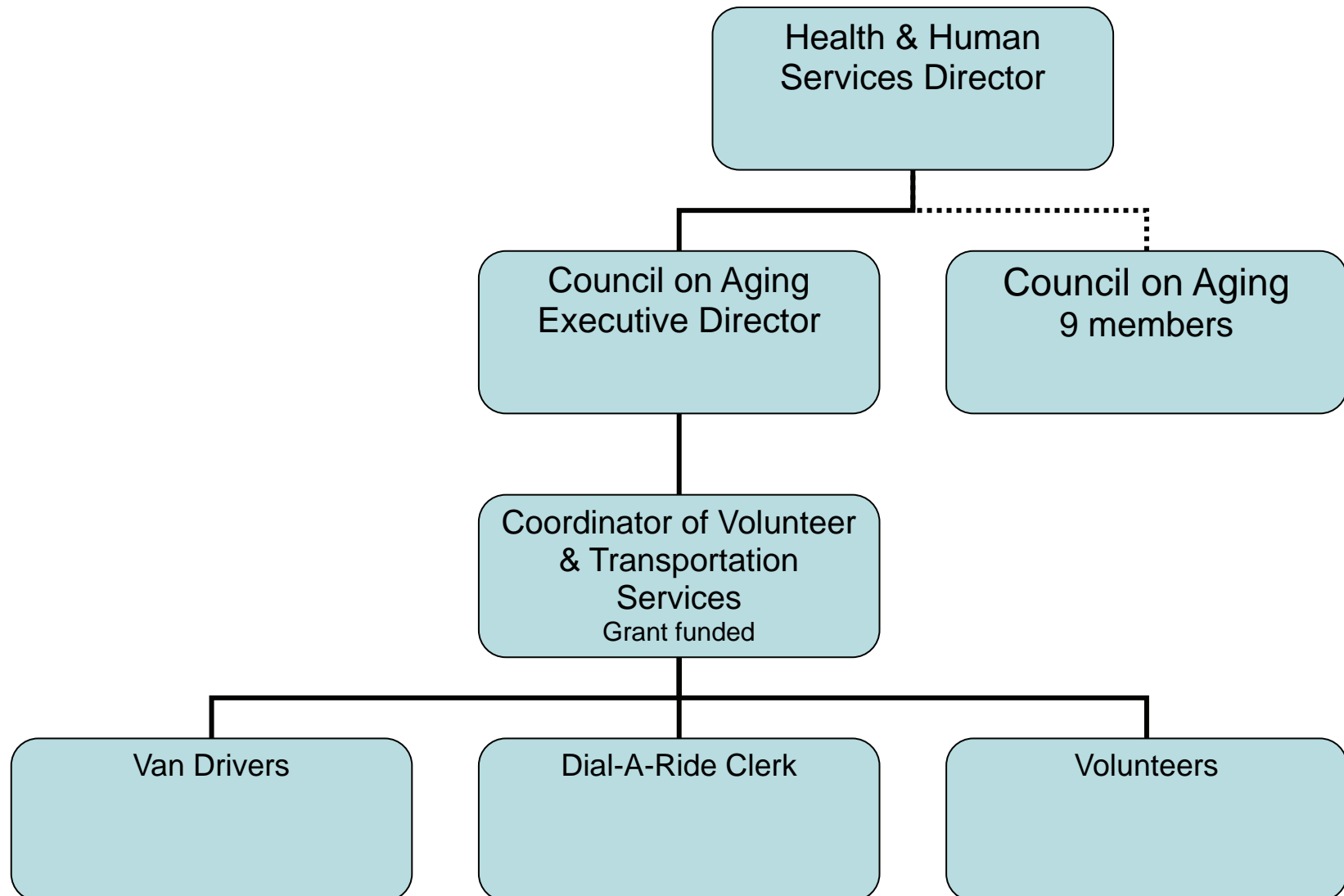
Council on Aging Transportation	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Personal Services	61,995	61,518	75,184	
Expenses	11,230	34,900	32,400	
Total	73,226	96,418	107,584	

Major Accomplishments for 2011

- Hired a new subcontractor for Dial-a-Ride Taxi program.
- Conducted community-wide survey related to senior transportation in order to begin developing a strategy for the Transportation Program transition plan.

Performance / Workload Indicators

Council on Aging Transportation Fund	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Annual number - one way rides	6,160	5,301	6,900	7,100
Taxi rides	1,575	2,749	2,850	3,000





Program Description

Arlington Youth Counseling Center is a licensed mental health agency whose mission is to promote and support the social-emotional well-being of all Arlington's youth and families. It implements its mission by:

- Providing mental health counseling and therapeutic services to children, adolescents and their families
- Providing psychopharmacological services to children, adolescents and their families
- Providing consultation, collaboration and partnering with other agencies/ programs that serve youth
- Providing in-school counseling services for children, adolescents and families for whom coming to the agency would be difficult
- Being responsive to community requests for new programs, strategies to identify needs.

FY2013 Objectives

- Continue to strive for financial sustainability by reducing the town general fund subsidy for the program
- Plan/implement fund raising activities, investigate and apply for grant monies
- Increase use of marketing to get message out to potential clients and potential private financial contributors
- Refine and improve IT capability
- Continue to implement Quality Management Program
- Continue to work on ways to make the physical space more useful and functional
- Develop a supervision model that is in sync with philosophical underpinning of agency
- Build group work program
- Strive to become a vibrant, responsive community mental health clinic by: building a group work program, develop consultation program to schools to teach intervention models for intervening in problems such as bullying, providing on-going training for clinicians on such topics as Collaborative Problem Solving and substance abuse, and continue to expand substance abuse treatment and consultation.

Budget Statement

The Arlington Youth Counseling Center is expected to increase by \$49,302 in FY13, due to an increase in Fee for Service Clinicians. The agency has made great strides in becoming less dependent on town funding by establishing contracts with all major health insurances. Additionally, the agency will continue its contract with Arlington Public Schools and CDBG and will continue to seek out private funding to pay for services to families that are unable to pay.

PROGRAM COSTS

Youth Services Enterprise Fund	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Personal Services	311,109	235,023	243,125	
Expenses	71,609	199,900	241,100	
Total	382,718	434,923	484,225	-

STAFFING

Youth Services Enterprise Fund	FY2011 Actual	FY2012 Budget	FY2013 Request	FY2013 Fin Com
Managerial	0.8	1	1	
Clerical	0.57	0.8	0.8	
School Counseling Program (FTE)	0.0	0.0	0.0	
Professional/Technical	0.0	1.7	1.7	
Total	1.4	3.5	3.5	

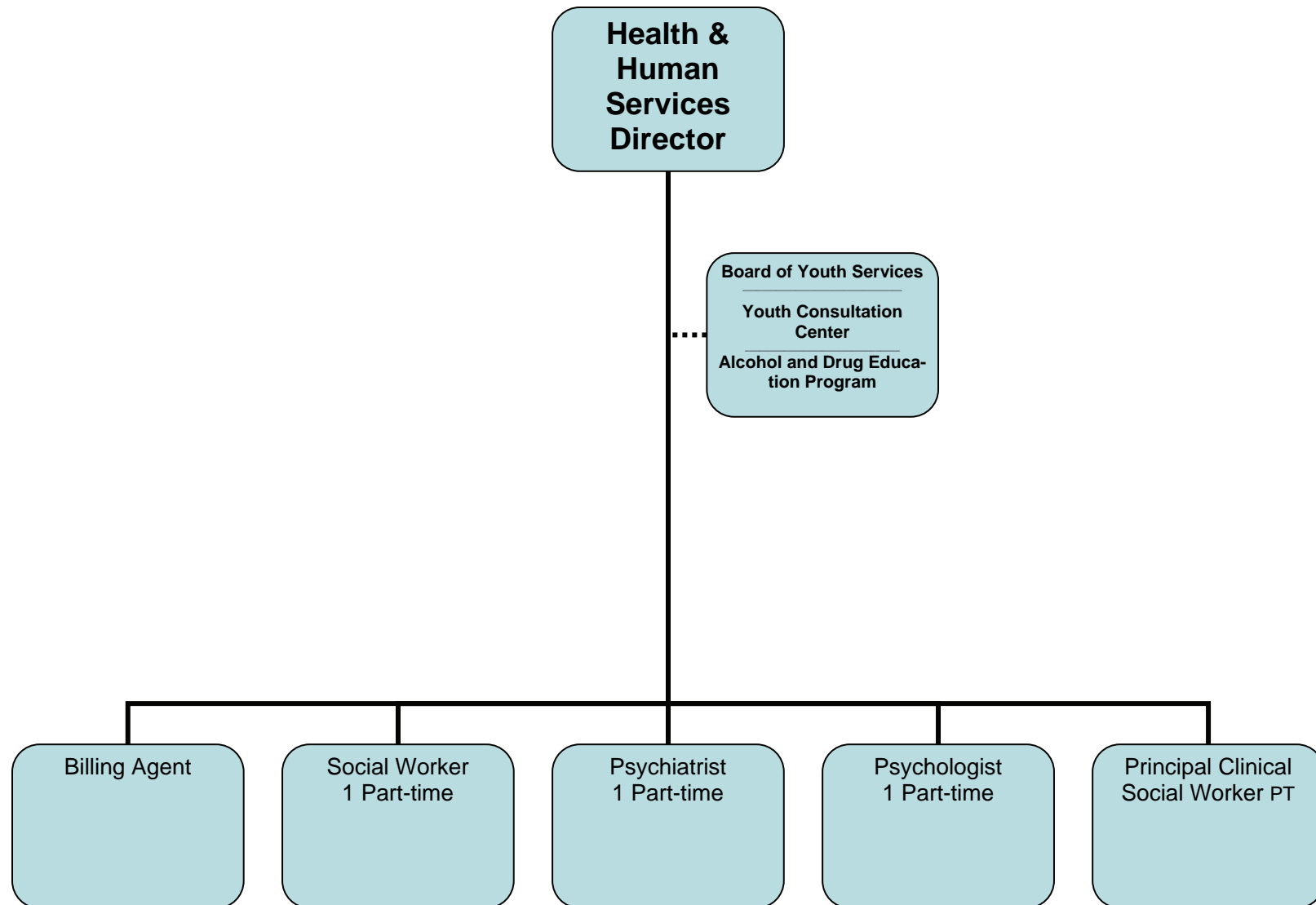


Major Accomplishments for 2011

- Continued with transition from town funded salary based counseling model to fee for service counseling model with the following accomplishments:
- Hired 11 fee for service clinicians and one case manager. New staff has diversity of backgrounds and clinical expertise
- Improved fiscal sustainability by: instituting an efficient billing system. This includes working closely with outsourced billing service, insuring that bills are submitted in a timely manner, and follow up with problem bills and tracking of treatment authorizations to insure that bills are eligible for reimbursement.
- Researched and sought grants. Received grants from the Symmes Non-Profit Corporation Fund-\$25,000, CHNA-\$25,000-a grant to coordinate treatment of youth with substance abuse problems, and the Highrock Church-\$15,000-grant for the case manager position.
- Founded a fund raising committee which in addition to working on securing grants: organized a letter writing campaign in the fall to secure individual donations and organized an evening fund raising event in the fall.
- Increased group work program which has so far offered groups to youth experiencing bullying and high school students with anger management issues.
- Launched a training program which currently includes sponsoring a Workshop by the Think:Kids program at Mass General and scheduling a training on Substance Abuse treatment with youth
- Worked on marketing strategies including: developing a website, producing a promotional/informational video, participated in Town Day and an Open House at the Robbins House.
- Increased the number of children, youth and families receiving counseling services by 50%
- Reduced the town general fund subsidy by over 60%

Performance / Workload Indicators

	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Youth Services				
Counseling hours	1,120	1,560	2,000	2,300
Clients	100	125	300	325
Counseling hours- Schools	1,000	2,100	4,000	4,500
Clients - Schools	80	208	300	350





SECTION VI

CAPITAL IMPROVEMENT PROGRAM



Capital Improvement Program Description

The Town Manager is responsible for submitting a five-year capital planning program for all departments to the Board of Selectmen, Finance Committee, and ultimately the Town Meeting each year. A Capital Planning Committee was created in 1986 to advise and make recommendations to the Town Manager regarding the capital plan. The Capital Planning Committee (CPC) comprises 9 members who meet between the months of September and December to review the requested capital items by all departments, boards, and committees and develop a recommended budget and plan to the Town Manager. The members include 5 members of the public, the Comptroller, the Treasurer/ Collector, the Superintendent or her representative, and the Town Manager or his representative. Annually the first year of the Capital Plan is submitted to the Town Meeting as the Capital Budget for appropriation. The Five Year Capital Plan is reviewed and revised each year to make changes in priorities and to add an additional year to the planning process.

The goal of the Capital Planning Program is to provide a means of planning for the maintenance and/or improvement of the capital assets and infrastructure of the Town of Arlington. The maintenance of the infrastructure and the capital assets of the Town is of vital importance to the delivery of the quality services for which the Town is known. The following are the objectives :

- Review, plan, and coordinate capital improvements so as to promote a systematic, organized replacement and acquisition schedule.
- Ensure that, given limited resources, the capital needs of the community are met.
- Present a sound financial package so as to stabilize and level out the debt of the Town. It should assure timely planning for the most economical method of financing capital improvements.
- Ensure wider community participation in the planning of projects, reducing the pressure to fund some projects that do not present as great a need as others.
- Promote a more effective administration and coordination of capital projects to reduce scheduling problems, and conflicting or overlapping projects not only among local departments, but also among other local and state agencies and private enterprises such as the gas and electric companies.

In reviewing the requests of the operating departments, the committee uses the following criteria for evaluation:

1. Imminent threat to the **health** and safety of citizens/property.
2. **Preservation** of operations/necessary expenditure. This does not include ordinary maintenance but rather maintaining a current service level through improvement of a capital asset. These may be major expenditures that will avoid costly replacement in the future.
3. Requirement of State or Federal **Law**/regulation.
4. Improvement of **infrastructure**.
5. Improvement of **productivity**.
6. **Alleviation** of an overtaxed/overburdened situation.

The relationship of the project to other Town projects and needs are also be considered in the review and prioritization.

(Continued on page 2)

**Capital Improvement Program Description (*continued*)****The Capital Planning Process:**

The CPC receives capital budget requests from Department Heads and begins to meet and review requests in early October. The CPC members look at the Town's overall financial situation and, within this larger context, each department's request is compared to the request and the recommendation from the prior year and to the five-year capital plan for that department. The members also tend to ask if this request reflects an interdepartmental planning effort, if the department has considered other sources of funding, or if the department has undertaken any kind of cost/benefit analysis. CPC members like to see evidence of longer-term planning for departmental needs, as well as planning for maintenance expenses and of interdepartmental cooperation. Priorities that emerge suddenly in one year with no reference in prior year requests tend to be more heavily scrutinized.

Information technology requests are expected to have passed through the master planning process, coordinated and updated through the Information Technology Advisory Committee (ITAC). The ITAC maintains a 5 year plan for IT expenses including phones, wireless, computer systems replacement, GIS, etc.

Increasingly, the CPC looks for evidence of long-term interdepartmental planning around expenditures for buildings, playgrounds, parks and fields. Vehicles and copiers are common requests and the CPC is interested in coordinated purchasing programs for these items.

The capital budget is prepared from a Town-wide perspective. There is no assumption of a budget quota for individual departments. CPC members look at the history of spending patterns for each department. Departments that have requested and received more money than actually required tend to be more heavily scrutinized.

The CPC members each specialize in two or three departments and meet with those department heads during the Fall. The intent of these meetings is to enable the CPC to gain a fuller understanding of the current and long-term needs of the department, and the process used to determine these needs. The results of these meetings are reported back to the whole CPC and are often discussed by the group.

The CPC converts the data requests to a spreadsheet and reviews the requests in relation to their priorities, their urgency, their cost, etc. The sum of money available to fund the Town's Capital program is approximately five percent (5%) of the total revenue. This sum includes the debt service from prior years. Historically the CPC has received requests far exceeding this sum. Thus very difficult decisions must be made as to what projects receive funding in any given year. After considerable review, the CPC recommends a capital budget for the Town, based on advice from the Finance Committee and others about what the Town can afford. The recommendations are submitted to the Town Manager.

The Capital Budget for FY 2013 and the Capital Plan for FY 2013—2017 are presented on the following pages. The terms "Bonds," "Cash," and "Other" are used to describe the sources of funding for the capital budget and plan. "Cash" refers to those expenditures that are paid for in their entirety in the next fiscal year directly from the general fund. "Bonds" refers to those expenditures that are acquired through borrowing, the payments for which may or may not affect the next fiscal year, but in any event are paid for over an extended period of time, usually three to twenty years. Those extended payments include both principal and interest, usually referred to as "debt service." "Other" refers to those expenditures that are financed from sources that do not arise directly from the Town's tax levy; these sources may be state or federal grants, user fees, private donations, trust funds, and other non-tax sources.

**Capital Budget FY2013 and Capital Plan FY2013—2017**

The Town's capital improvements program policies call for the allocation of approximately 5% of the general fund revenues to the capital budget. This is exclusive of dedicated funding sources such as enterprise funds, grants, and proposition 2 ½ debt exclusion projects. For FY2013 funding for the capital budget is as follows:

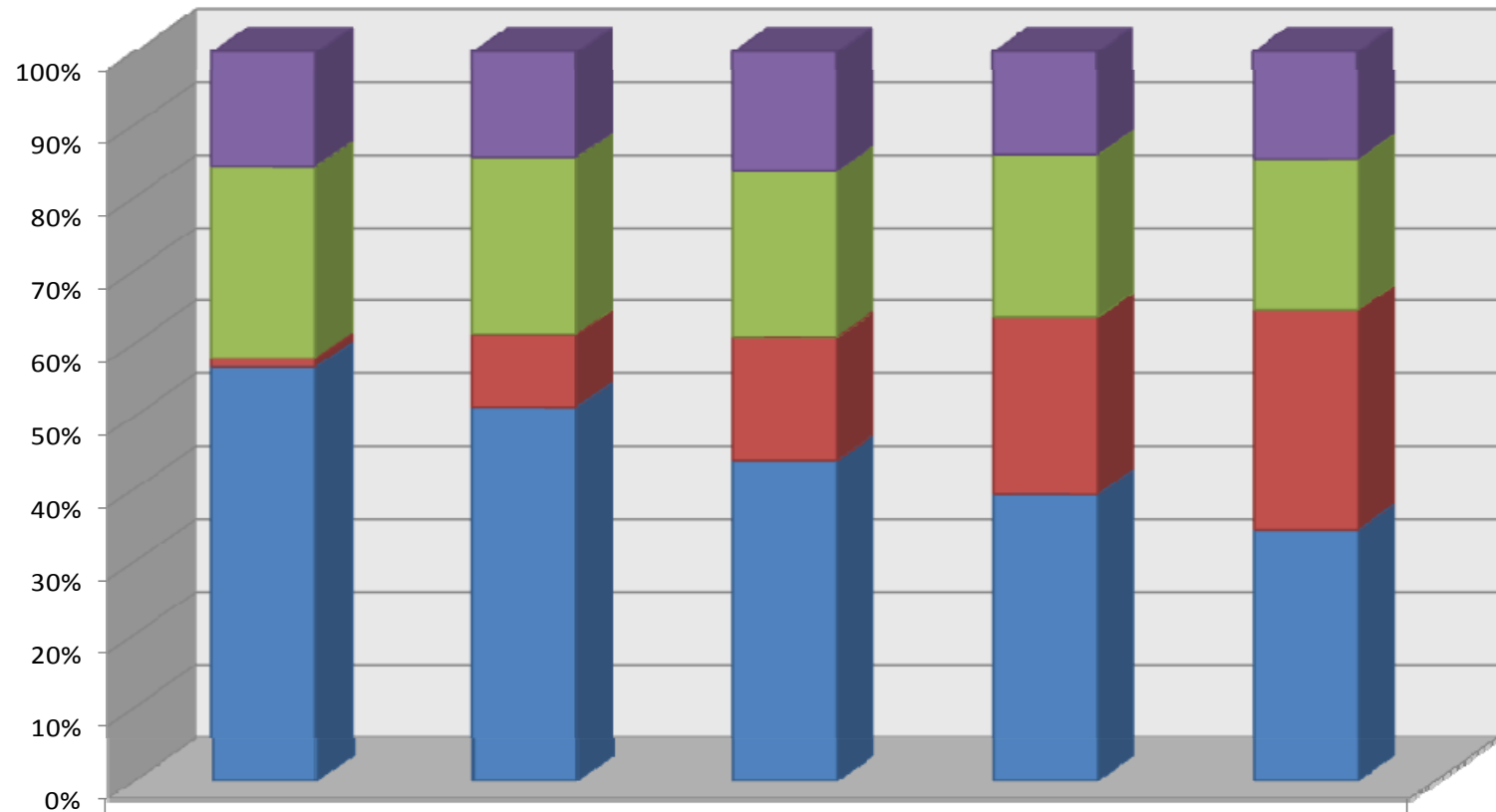
Bonding	\$ 6,476,650
Cash	\$ 1,391,682
Other	\$ 3,219,000

Our existing non-exempt debt is \$5.1million, which is virtually level as compared to FY2012. The total capital budget for FY2013, including debt, is estimated at \$9.1 million. Major projects to be funded in FY2013 include: phase 2 renovation of the Community Safety Building for \$2.2 million, replacement of the 1892 and 1931 roofs on the Robbins Library for \$406,000, purchase and installation of energy efficient LED streetlights for \$625,000, streets and sidewalks work for approximately \$1.5 million, water and sewer work for \$2.5 million, and parks renovation work for \$445,750. The FY2013 budget also includes \$600,000 for a new Fire Engine, and \$131,000 in funding for new police cruisers.

The renovation/rebuild of the Thompson School has been approved by the MSBA and funding was appropriated by Town Meeting in the spring of 2011. The total project budget for the Thompson Rebuild is \$20,773,363. This project total is funded via both exempt and non-exempt borrowing, MSBA reimbursements, and revenues associated with the sale of the Crosby School and the lease increases for the Parmenter School.



Capital Plan Appropriation



	FY2013	FY2014	FY2015	FY2016	FY2017
Cash	1,391,682	1,329,606	1,528,637	1,296,956	1,390,625
Exempt Debt*	2,366,366	2,258,368	2,174,357	2,077,461	1,982,521
New Non-exempt Debt	109,291	922,942	1,603,650	2,261,244	2,868,981
Existing Non-Exempt Debt	5,078,607	4,758,429	4,172,038	3,646,875	3,288,471

*Exclusive of Thompson rebuild

*Exclusive of Symmes debt service FY2013 –2017



Capital Budget Fiscal Year 2013

Department/Program	BOND	CASH	OTHER	Grand Total
BOARD OF SELECTMEN		\$5,000		\$5,000
COMMUNITY SAFETY - FIRE SERVICES	\$632,000	\$26,000		\$658,000
DEPARTMENTAL PROJECT				
Protective Gear Replacement	\$32,000			\$32,000
EQUIPMENT REPLACEMENT				
Radio Upgrade		\$10,000		\$10,000
Replace LDH		\$16,000		\$16,000
VEHICLE REPLACEMENT				
Replace 1 Engine	\$600,000			\$600,000
COMMUNITY SAFETY - POLICE SERVICES	\$2,270,000	\$169,000		\$2,439,000
DEPARTMENTAL PROJECT				
Laser Radar		\$3,500		\$3,500
EQUIPMENT REPLACEMENT				
Bullet Proof Vest Program		\$23,000		\$23,000
Security System		\$7,000		\$7,000
PHOTOCOPIER PROGRAM				
Photocopier		\$4,500		\$4,500
PUBLIC BUILDING MAINTENANCE				
C.S. Building Renovations -5 Year plan	\$2,240,000			\$2,240,000
VEHICLE REPLACEMENT				
Animal Control Van	\$30,000			\$30,000
Vehicle Replacement Program		\$131,000		\$131,000
COMMUNITY SAFETY - SUPPORT SERVICES		\$25,500		\$25,500
EQUIPMENT REPLACEMENT				
High Speed Tire Balance Machine		\$10,500		\$10,500
Tire Changing Machine		\$15,000		\$15,000
HEALTH & HUMAN SERVICES	\$15,000	\$34,800		\$49,800
INFRASTRUCTURE IMPROVEMENT				
Whittemore Robbins House Window Replacement		\$8,000		\$8,000
PHOTOCOPIER PROGRAM				
Photocopier Lease - BOH/COA		\$2,800		\$2,800



Capital Budget Fiscal Year 2013 (continued)

Department/Program	BOND	CASH	OTHER	Grand Total
PUBLIC BUILDING MAINTENANCE				
Robbins House Cottage beams, sill, siding	\$15,000			\$15,000
Whittemore Robbins House - Stairwell 1st fl to Basement		\$4,000		\$4,000
VEHICLE REPLACEMENT				
Replace Hybrid vehicle		\$20,000		\$20,000
INFORMATION TECHNOLOGY	\$699,200			\$699,200
EQUIPMENT REPLACEMENT				
MUNIS Production Enviroment Server	\$50,000			\$50,000
Ottoson Upgrade Phone	\$120,000			\$120,000
INFORMATION TECHNOLOGY				
Building Security Elements	\$25,000			\$25,000
Educational IT Program	\$125,000			\$125,000
Library MLN Equipment	\$19,100			\$19,100
Library -PC Vend Printing/Photocopier Project	\$5,100			\$5,100
Network Performance/Wireless	\$25,000			\$25,000
School - Software Licensing	\$40,000			\$40,000
School Dept-Admin Micro Program	\$40,000			\$40,000
Software Upgrades & Standardization	\$30,000			\$30,000
Town Network Infrastructure	\$60,000			\$60,000
Town-Microcomputer Program	\$60,000			\$60,000
Wireless Assessments, 8 Schools Continue Upgrade	\$100,000			\$100,000
INSPECTIONS	\$25,000			\$25,000
VEHICLE REPLACEMENT				
Vehicle - Building/Plumbing/Wire Inspectors	\$25,000			\$25,000
LEGAL/WORKERS' COMPENSATION		\$5,000		\$5,000
PHOTOCOPIER PROGRAM				
Photocopier		\$5,000		\$5,000



Capital Budget Fiscal Year 2013 (continued)

Department/Program	BOND	CASH	OTHER	Grand Total
LIBRARY	\$493,700	\$5,350		\$499,050
PUBLIC BUILDING MAINTENANCE				
Exhaust fans		\$5,350		\$5,350
Replace roofs 1892 & 1931 buildings	\$406,000			\$406,000
Replacement of roof covering - membrane	\$78,000			\$78,000
Roof Drainage	\$3,200			\$3,200
Roof Repairs - 1992 Addition	\$6,500			\$6,500
PLANNING	\$50,000	\$77,500		\$127,500
DEPARTMENTAL PROJECT				
Comprehensive Master Plan		\$75,000		\$75,000
INFRASTRUCTURE IMPROVEMENT				
Retaining Wall adj to Town Hall & Library	\$50,000			\$50,000
PHOTOCOPIER PROGRAM				
Photocopier/Equipment		\$2,500		\$2,500
PUBLIC WORKS ADMINISTRATION	\$30,000			\$30,000
VEHICLE REPLACEMENT				
Utility vehicle, 4 X 4	\$30,000			\$30,000
PUBLIC WORKS HIGHWAY DIVISION	\$837,000	\$827,000	\$625,000	\$2,289,000
DEPARTMENTAL PROJECT				
GPS Truck Tracking		\$15,000		\$15,000
EQUIPMENT REPLACEMENT				
Sander Body	\$17,000			\$17,000
Snow Plow - (1 per 2 yr.)		\$12,000		\$12,000
INFRASTRUCTURE IMPROVEMENT				
Street Light Replacement - LED	\$625,000			\$625,000



Capital Budget Fiscal Year 2013 (continued)

Department/Program	BOND	CASH	OTHER	Grand Total
ROADS AND PATHS INFRASTRUCTURE				
Chapter 90 Roadway			\$500,000	\$500,000
Install Sidewalk Ramps	\$65,000			\$65,000
Roadway Reconstruction		\$350,000		\$350,000
Roadway Reconstruction Override 2011		\$400,000		\$400,000
Sidewalks and Curbstones		\$50,000		\$50,000
Install Sidewalk Ramps CDBG			\$125,000	\$125,000
VEHICLE REPLACEMENT				
33,000 gvw dump truck	\$85,000			\$85,000
Pickup 4WD w/ plow	\$45,000			\$45,000
PUBLIC WORKS NATURAL RESOURCES DIVISION	\$58,000			\$58,000
VEHICLE REPLACEMENT				
Landscaping Multi-Purpose Tractor, 4wd	\$58,000			\$58,000
PUBLIC WORKS PROPERTIES DIVISION	\$225,000			\$225,000
INFRASTRUCTURE IMPROVEMENT				
High School Parking lot culvert	\$225,000			\$225,000
PUBLIC WORKS WATER/SEWER DIVISION			\$2,500,000	\$2,500,000
EQUIPMENT REPLACEMENT				
Drainage Rehab-Regulatory Compliance (Ch-308)			\$100,000	\$100,000
Small Equipment			\$5,000	\$5,000
INFRASTRUCTURE IMPROVEMENT				
Hydrant replacement program			\$100,000	\$100,000
Lift Station upgrade			\$100,000	\$100,000
Sewer System Rehabilitation			\$1,200,000	\$1,200,000
Water System Rehabilitation			\$950,000	\$950,000
VEHICLE REPLACEMENT				
Pickup			\$45,000	\$45,000



Capital Budget Fiscal Year 2013 (continued)

Department/Program	BOND	CASH	OTHER	Grand Total
RECREATION	\$435,750	\$10,000		\$445,750
PARKS & PLAYGROUNDS				
Feasibility Study		\$10,000		\$10,000
Florence Ave Tot Lot	\$435,750			\$435,750
REDEVELOPMENT BOARD	\$150,000		\$94,000	\$244,000
EQUIPMENT REPLACEMENT				
ARB - Central Boiler			\$40,000	\$40,000
INFRASTRUCTURE IMPROVEMENT				
ARB - 23 Maple Street Interior baths, halls, kitchen, stairwells			\$30,000	\$30,000
ARB - Central Exterior driveway/walkway, stairs			\$10,000	\$10,000
ARB - Central Library Mechanical/Electrical/Plumbing/Elevator			\$5,000	\$5,000
ARB - Jefferson Cutter Exterior Chimney/Trim/Walls/Windows			\$9,000	\$9,000
BOS - Parmenter Boiler	\$50,000			\$50,000
Gibbs Interior Bathrooms	\$15,000			\$15,000
Gibbs Repaving parking lot	\$20,000			\$20,000
MGR - Gibbs downspouts, gutters, roof	\$65,000			\$65,000
SCHOOLS	\$276,000	\$156,326		\$432,326
EQUIPMENT REPLACEMENT				
Small Equipment and Tools		\$5,000		\$5,000
MAJOR REPAIRS				
Asbestos Abatement - Remove Tiles		\$5,000		\$5,000
AHS Auditorium Pyramid Steps	\$40,000			\$40,000
PHOTOCOPIER PROGRAM				
Photocopier Lease Program		\$146,326		\$146,326
PUBLIC BUILDING MAINTENANCE				
High School -Replace ventilating rooftop units	\$6,000			\$6,000
High School -Replace heating and ventilation units	\$20,000			\$20,000
STUDENT TRANSPORTATION				
Bus - 53 Passenger #101	\$85,000			\$85,000
Bus #109 8 passenger 7-D suburban	\$40,000			\$40,000



Capital Budget Fiscal Year 2013 (continued)

Department/Program	BOND	CASH	OTHER	Grand Total
VEHICLE REPLACEMENT				
Maintenance Bucket Truck	\$85,000			\$85,000
TOWN MANAGER		\$25,000		\$25,000
DEPARTMENTAL PROJECT				
Website CMS Upgrade		\$20,000		\$20,000
PHOTOCOPIER PROGRAM				
Photocopier		\$5,000		\$5,000
TREASURER		\$25,206		\$25,206
DEPARTMENTAL PROJECT				
Microfilm Reader		\$20,000		\$20,000
PHOTOCOPIER PROGRAM				
Photocopier		\$5,206		\$5,206
VETERANS' MEMORIAL RINK ENTERPRISE FUND	\$280,000			\$280,000
INFRASTRUCTURE IMPROVEMENT				
Rink Renovations: Roof/ceiling/dehumidification	\$280,000			\$280,000
Grand Total	\$6,476,650	\$1,391,682	\$3,219,000	\$11,087,332



CAPITAL PLAN FY2013—2017

Department/Program	2013	2014	2015	2016	2017	Grand Total
BOARD OF SELECTMEN	\$5,000	\$5,000	\$5,000	\$2,500		\$17,500
PHOTOCOPIER PROGRAM						
Photocopier lease	\$5,000	\$5,000	\$5,000	\$2,500		\$17,500
COMMUNITY SAFETY - FIRE SERVICES	\$658,000	\$696,000	\$4,170,000	\$150,000	\$925,000	\$6,599,000
DEPARTMENTAL PROJECT						
Automatic Defibrillators		\$16,000				\$16,000
Protective Gear Replacement	\$32,000	\$40,000	\$40,000	\$40,000		\$152,000
EQUIPMENT REPLACEMENT						
Breathing apparatus, SCBA		\$70,000	\$70,000	\$70,000		\$210,000
Radio Upgrade	\$10,000					\$10,000
Replace LDH	\$16,000					\$16,000
INFRASTRUCTURE IMPROVEMENT						
Fire Station - Central			\$4,000,000			\$4,000,000
Headquarters - Architectural Plans		\$400,000				\$400,000
VEHICLE REPLACEMENT						
Ambulance replacement		\$170,000				\$170,000
Fire prevention vehicle			\$30,000			\$30,000
Ladder 1 #1009					\$925,000	\$925,000
Replace 1 Engine	\$600,000					\$600,000
Replace C2				\$40,000		\$40,000
Replace- Fire Prevention C3			\$30,000			\$30,000
COMMUNITY SAFETY - POLICE SERVICES	\$2,439,000	\$180,000	\$419,000	\$2,387,500	\$162,500	\$5,588,000
DEPARTMENTAL PROJECT						
AVL Automatic Vehicle Location System					\$6,000	\$6,000
Digital fingerprint imaging machine		\$25,000				\$25,000
Laser Radar	\$3,500	\$3,500	\$4,500	\$4,500	\$4,500	\$20,500
EQUIPMENT REPLACEMENT						
Bullet Proof Vest Program	\$23,000	\$15,000	\$17,000	\$17,000	\$15,000	\$87,000
Records Management Server Upgrade			\$15,000			\$15,000
Security System	\$7,000					\$7,000
Speed Trailer Replacement				\$15,000		\$15,000



CAPITAL PLAN FY2013—2017 (CONTINUED)

Department/Program	2013	2014	2015	2016	2017	Grand Total
PHOTOCOPIER PROGRAM						
Photocopier	\$4,500	\$5,500	\$5,500	\$6,000	\$6,000	\$27,500
PUBLIC BUILDING MAINTENANCE						
C.S. Building Renovations -5 Year plan	\$2,240,000		\$246,000	\$2,214,000		\$4,700,000
VEHICLE REPLACEMENT						
Animal Control Van	\$30,000					\$30,000
Vehicle Replacement Program	\$131,000	\$131,000	\$131,000	\$131,000	\$131,000	\$655,000
COMMUNITY SAFETY - SUPPORT SERVICES	\$25,500	\$40,000				\$65,500
EQUIPMENT REPLACEMENT						
High Speed Tire Balance Machine	\$10,500					\$10,500
Tire Changing Machine	\$15,000					\$15,000
VEHICLE REPLACEMENT						
Pick-up Truck - Mechanics M2 #1014		\$40,000				\$40,000
COUNCIL ON AGING TRANSPORTATION ENTERPRISE FUND		\$10,000				\$10,000
VEHICLE REPLACEMENT						
Van Replacement Program		\$10,000				\$10,000
HEALTH & HUMAN SERVICES	\$49,800	\$27,800	\$2,800	\$152,400		\$232,800
INFRASTRUCTURE IMPROVEMENT						
Whittemore Robbins House Window Replacement	\$8,000					\$8,000
PHOTOCOPIER PROGRAM						
Photocopier Lease - BOH/COA	\$2,800	\$2,800	\$2,800	\$2,400		\$10,800
PUBLIC BUILDING MAINTENANCE						
Robbins House Cottage beams, sill, siding	\$15,000					\$15,000
Robbins House Cottage kitchen & bath		\$25,000				\$25,000
Whittemore Robbins House - Stairwell 1st fl to Basement	\$4,000					\$4,000
Whittemore Robbins House				\$150,000		\$150,000
VEHICLE REPLACEMENT						
Replace Hybrid vehicle	\$20,000					\$20,000



CAPITAL PLAN FY2013 –2017 (CONTINUED)

Department/Program	2013	2014	2015	2016	2017	Grand Total
INFORMATION TECHNOLOGY	\$699,200	\$483,700	\$394,600	\$567,750	\$300,100	\$2,445,350
EQUIPMENT REPLACEMENT						
MUNIS Production Enviroment Server	\$50,000					\$50,000
Ottoson Upgrade Phone	\$120,000					\$120,000
INFORMATION TECHNOLOGY						
Building Security Elements	\$25,000	\$25,000	\$25,000	\$25,000		\$100,000
Educational IT Program	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000
Library MLN Equipment	\$19,100	\$18,600	\$19,500	\$17,650		\$74,850
Library -PC Vend Printing/Photocopier Project	\$5,100	\$5,100	\$5,100	\$5,100	\$5,100	\$25,500
Network Performance/Wireless	\$25,000					\$25,000
Replacement of Receivable Package				\$200,000		\$200,000
School - Software Licensing	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$200,000
School Dept-Admin Micro Program	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$200,000
Software Upgrades & Standardization	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
Town Network Infrastructure	\$60,000	\$40,000	\$25,000			\$125,000
Town-Microcomputer Program	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
Wireless Assessments, 8 Schools Continue Upgrade	\$100,000	\$75,000				\$175,000
Document Management System		\$25,000	\$25,000	\$25,000		\$75,000
INSPECTIONS	\$25,000			\$25,000		\$50,000
VEHICLE REPLACEMENT						
Vehicle - Building/Plumbing/Wire Inspectors	\$25,000					\$25,000
Vehicle - Plumbing				\$25,000		\$25,000
LEGAL/WORKERS' COMPENSATION	\$5,000	\$5,000	\$5,000		\$5,000	\$20,000
PHOTOCOPIER PROGRAM						
Photocopier	\$5,000	\$5,000	\$5,000		\$5,000	\$20,000
LIBRARY	\$499,050	\$206,800	\$31,100	\$57,200	\$85,100	\$879,250
PHOTOCOPIER PROGRAM						
Photocopier			\$2,800	\$2,800	\$2,800	\$8,400
PUBLIC BUILDING MAINTENANCE						
Doors					\$38,000	\$38,000

**CAPITAL PLAN FY2013 –2017 (CONTINUED)**

Department/Program	2013	2014	2015	2016	2017	Grand Total
Exhaust fans	\$5,350	\$5,600	\$5,800	\$5,800	\$5,800	\$28,350
Heating/Cooling Water Pumps				\$21,400		\$21,400
Hot Water Heater		\$6,000				\$6,000
HVAC Blowers					\$8,500	\$8,500
HVAC Coil/Air Handler Unit					\$17,000	\$17,000
Ramp and Stairs					\$13,000	\$13,000
Repair Honeywell 3 way valves & controller				\$7,200		\$7,200
Replace roofs 1892 & 1931 buildings	\$406,000					\$406,000
Replacement of roof covering - membrane	\$78,000					\$78,000
Repointing - 1992 Addition			\$22,500			\$22,500
Repointing of 1892 Building		\$150,000				\$150,000
Roof Drainage	\$3,200					\$3,200
Roof Repairs - 1992 Addition	\$6,500					\$6,500
Windows- 1892 Building		\$45,200				\$45,200
VEHICLE REPLACEMENT						
Library Van				\$20,000		\$20,000
PLANNING	\$127,500	\$125,000				\$252,500
DEPARTMENTAL PROJECT						
Comprehensive Master Plan	\$75,000	\$75,000				\$150,000
INFRASTRUCTURE IMPROVEMENT						
Retaining Wall adj to Town Hall & Library	\$50,000	\$50,000				\$100,000
PHOTOCOPIER PROGRAM						
Photocopier/Equipment	\$2,500					\$2,500
PUBLIC WORKS ADMINISTRATION		\$2,000	\$34,000	\$2,000	\$32,000	\$70,000
DEPARTMENTAL PROJECT						
Mall Lights			\$32,000		\$32,000	\$64,000
PHOTOCOPIER PROGRAM						
Photocopier		\$2,000	\$2,000	\$2,000		\$6,000



CAPITAL PLAN FY2013 –2017 (CONTINUED)

Department/Program	2013	2014	2015	2016	2017	Grand Total
PUBLIC WORKS CEMETERY DIVISION		\$675,000	\$340,000	\$250,000		\$1,265,000
INFRASTRUCTURE IMPROVEMENT						
Water System Rehab		\$675,000				\$675,000
PUBLIC BUILDING MAINTENANCE						
Garage Renovation/ Rehab Chapel/HVAC				\$250,000		\$250,000
ROADS AND PATHS INFRASTRUCTURE						
Roadway Improvements			\$230,000			\$230,000
VEHICLE REPLACEMENT						
Backhoe			\$110,000			\$110,000
PUBLIC WORKS ENGINEERING DIVISION	\$30,000	\$25,000			\$55,000	\$110,000
DEPARTMENTAL PROJECT						
Roadway Consulting Services		\$25,000			\$25,000	\$50,000
VEHICLE REPLACEMENT						
Utility vehicle, 4 X 4	\$30,000					\$30,000
Utility Vehicle					\$30,000	\$30,000
PUBLIC WORKS HIGHWAY DIVISION	\$2,289,000	\$1,647,000	\$1,964,250	\$1,926,756	\$1,676,525	\$9,503,531
DEPARTMENTAL PROJECT						
GPS Truck Tracking	\$15,000					\$15,000
EQUIPMENT REPLACEMENT						
Backhoe/Loader 1.5 CY				\$113,000		\$113,000
Sander Body	\$17,000	\$17,000	\$17,000	\$17,000	\$17,000	\$85,000
Snow Plow - (1 per 2 yr.)	\$12,000		\$12,000		\$12,000	\$36,000
INFRASTRUCTURE IMPROVEMENT						
Replace Retaining Wall - Westminster Ave				\$99,000		\$99,000
Street Light Replacement - LED	\$625,000					\$625,000
ROADS AND PATHS INFRASTRUCTURE						
Chapter 90 Roadway	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
Install Sidewalk Ramps	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$325,000
Roadway Reconstruction	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
Sidewalks and Curbstones	\$50,000	\$70,000	\$75,000	\$50,000	\$100,000	\$345,000
Roadway Reconstruction Override 2011	\$400,000	\$410,000	\$420,250	\$430,756	\$441,525	\$2,102,531

**CAPITAL PLAN FY2013 –2017 (CONTINUED)**

Department/Program	2013	2014	2015	2016	2017	Grand Total
Install Sidewalk Ramps CDBG	\$125,000	\$125,000	\$125,000			\$375,000
VEHICLE REPLACEMENT						
33,000 gvw dump truck	\$85,000					\$85,000
4WD Truck w/Sander			\$140,000	\$142,000	\$144,000	\$426,000
Compressor Truck		\$20,000				\$20,000
Loader				\$160,000		\$160,000
Street sweeper			\$170,000			\$170,000
Truck w/welder unit, 350 amp		\$90,000				\$90,000
1 Ton Utility w/Gate Lift					\$47,000	\$47,000
3/4 Pickup - 2 w/ plow			\$90,000			\$90,000
Pickup 4WD w/ plow	\$45,000					\$45,000
PUBLIC WORKS NATURAL RESOURCES DIVISION	\$58,000	\$91,000	\$45,000	\$141,000	\$80,000	\$415,000
EQUIPMENT REPLACEMENT						
Mini-Loader (Skid-Steer) w/Sidewalk Plow & Snow Blower				\$135,000		\$135,000
Small Equipment		\$6,000		\$6,000		\$12,000
VEHICLE REPLACEMENT						
1 Ton Dump Truck w/Plow		\$50,000				\$50,000
Landscaping Multi-Purpose Tractor, 4wd	\$58,000					\$58,000
Pickup		\$35,000				\$35,000
1 Ton Utility Truck w/Gate			\$45,000			\$45,000
Fork Lift					\$80,000	\$80,000
PUBLIC WORKS PROPERTIES DIVISION	\$225,000	\$248,000	\$28,000	\$514,000	\$100,000	\$1,115,000
INFRASTRUCTURE IMPROVEMENT						
DPW Yard Bldg C Replace Spanish Tile Roof				\$396,000		\$396,000
High School Parking lot culvert	\$225,000	\$225,000				\$450,000
Town Hall Renovation Program				\$100,000	\$100,000	\$200,000
PUBLIC BUILDING MAINTENANCE						
Buildings Rehab consultant Services		\$18,000		\$18,000		\$36,000
Fox Library Windows		\$5,000				\$5,000

**CAPITAL PLAN FY2013 –2017 (CONTINUED)**

Department/Program	2013	2014	2015	2016	2017	Grand Total
VEHICLE REPLACEMENT						
Van			\$28,000			\$28,000
PUBLIC WORKS WATER/SEWER DIVISION	\$2,500,000	\$2,700,000	\$2,405,000	\$2,483,000	\$2,452,000	\$12,540,000
EQUIPMENT REPLACEMENT						
Drainage Rehab-Regulatory Compliance (Ch-308)	\$100,000	\$100,000	\$150,000	\$150,000	\$150,000	\$650,000
Small Equipment	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
INFRASTRUCTURE IMPROVEMENT						
Hydrant replacement program	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Lift Station upgrade	\$100,000	\$50,000				\$150,000
Sewer System Rehabilitation	\$1,200,000	\$1,400,000	\$1,300,000	\$850,000	\$850,000	\$5,600,000
Water System Rehabilitation	\$950,000	\$750,000	\$850,000	\$1,300,000	\$1,300,000	\$5,150,000
VEHICLE REPLACEMENT						
Catch basin cleaner		\$295,000				\$295,000
FlatBed 8-ton Truck - Generator Mount				\$78,000		\$78,000
Pickup	\$45,000					\$45,000
Utility Truck					\$47,000	\$47,000
RECREATION	\$445,750	\$525,000	\$531,250	\$483,000	\$437,624	\$2,422,624
PARKS & PLAYGROUNDS						
Feasibility Study	\$10,000		\$10,000		\$10,000	\$30,000
Florence Ave Tot Lot	\$435,750					\$435,750
Hibbert		\$288,750				\$288,750
Magnolia Field Basketball Court Renovation			\$75,000			\$75,000
North Union		\$236,250				\$236,250
Robbins Farm				\$483,000		\$483,000
Spy Pond Tennis Courts			\$446,250			\$446,250
Wellington Playground					\$427,624	\$427,624
REDEVELOPMENT BOARD	\$244,000	\$88,000	\$120,000	\$85,000	\$40,000	\$577,000
EQUIPMENT REPLACEMENT						
ARB - Central Boiler	\$40,000					\$40,000



CAPITAL PLAN FY2013 –2017 (CONTINUED)

Department/Program	2013	2014	2015	2016	2017	Grand Total
INFRASTRUCTURE IMPROVEMENT						
ARB - 23 Maple Roof/Gutter Downspout/chimney			\$40,000			\$40,000
ARB - 23 Maple Street Exterior, repair paved walkways/landscape		\$3,000				\$3,000
ARB - 23 Maple Street Interior baths, halls, kitchen, stairwells	\$30,000					\$30,000
ARB - 23 Maple Street Mechanical/Electrical/Plumbing		\$10,000				\$10,000
ARB - 23 Maple Street remove oil tank				\$15,000		\$15,000
ARB - Central Exterior driveway/walkway, stairs	\$10,000					\$10,000
ARB - Central Exterior Trim/Brick/Stone/Chimney Repairs		\$20,000		\$20,000		\$40,000
ARB - Central Interior baths, halls, lobby		\$15,000				\$15,000
ARB - Central Library Mechanical/Electrical/Plumbing/Elevator	\$5,000	\$25,000				\$30,000
ARB - Central Mechanical/Electrical/Plumbing/Elevator			\$55,000			\$55,000
ARB - Central Oil Tank De-commissioning				\$15,000		\$15,000
ARB - Jefferson Cutter Exterior Chimney/Trim/Walls/Windows	\$9,000		\$10,000			\$19,000
ARB - Jefferson Cutter Interior baths, halls, stairwells		\$15,000				\$15,000
ARB - Jefferson Cutter/Gutter Downspout/chimney				\$15,000		\$15,000
BOS - Parmenter Boiler	\$50,000					\$50,000
BOS - Parmenter Oil Tank Removal			\$15,000			\$15,000
Dallin Library Exterior Painting					\$20,000	\$20,000
Gibbs Interior Bathrooms	\$15,000					\$15,000
Gibbs Repaving parking lot	\$20,000					\$20,000
MGR - Gibbs downspouts, gutters, roof	\$65,000					\$65,000
MGR - Gibbs oil tank removal				\$20,000		\$20,000
Parmenter roof repairs for slate & gutters					\$20,000	\$20,000



CAPITAL PLAN FY2013 –2017 (CONTINUED)

Department/Program	2013	2014	2015	2016	2017	Grand Total
SCHOOLS	\$432,326	\$761,000	\$890,000	\$995,000	\$950,000	\$4,028,326
EQUIPMENT REPLACEMENT						
AHS Auditorium chairs		\$50,000				\$50,000
Chiller - Pierce School		\$150,000				\$150,000
Replace Fire Control Inst. Alarm Panels HS		\$20,000				\$20,000
Small Equipment and Tools	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Stratton Furniture		\$15,000	\$15,000	\$15,000	\$15,000	\$60,000
INFRASTRUCTURE IMPROVEMENT						
AHS Central Air Cond Lowe Auditorium			\$100,000			\$100,000
Stratton Exterior Paving					\$80,000	\$80,000
MAJOR REPAIRS						
AHS 6th floor Central Air Conditioning		\$80,000				\$80,000
AHS Boiler Room Repair					\$500,000	\$500,000
AHS Exterior Doors			\$30,000		\$30,000	\$60,000
AHS F Building Boiler		\$225,000				\$225,000
Asbestos Abatement - Remove Tiles	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
High School - HVAC steam trap replacement			\$10,000			\$10,000
Peirce Field Replace Turf			\$500,000			\$500,000
AHS Auditorium Pyramid Steps	\$40,000					\$40,000
PHOTOCOPIER PROGRAM						
Photocopier Lease Program	\$146,326	\$160,000	\$160,000	\$160,000	\$160,000	\$786,326
PUBLIC BUILDING MAINTENANCE						
AHS - Locker Room Replacement				\$500,000		\$500,000
Brackett School - exterior paving				\$40,000		\$40,000
High School -Replace ventilating rooftop units	\$6,000	\$6,000				\$12,000
High School -Replace heating and ventilation units	\$20,000	\$10,000				\$30,000
STUDENT TRANSPORTATION						
Athletics Van - 8 passenger		\$35,000				\$35,000
Bus 09 - 8 Passenger 7-D suburban				\$40,000		\$40,000
Bus - 53 Passenger #101	\$85,000					\$85,000

**CAPITAL PLAN FY2013 –2017 (CONTINUED)**

Department/Program	2013	2014	2015	2016	2017	Grand Total
Bus #102 53 passenger bus				\$85,000		\$85,000
Bus #103 77 passenger bus					\$120,000	\$120,000
Bus #109 8 passenger 7-D suburban	\$40,000					\$40,000
Bus 105 - 8 7-D Tahoe			\$40,000			\$40,000
Bus -77 Passenger #104				\$120,000		\$120,000
Van 110 - 8 passenger 7-D minivan			\$25,000			\$25,000
VEHICLE REPLACEMENT						
Maintenance Bucket Truck	\$85,000					\$85,000
Maintenance Service Van				\$25,000		\$25,000
Maintenance Truck w/plow					\$35,000	\$35,000
TOWN MANAGER	\$25,000	\$5,000	\$5,000	\$31,000		\$66,000
DEPARTMENTAL PROJECT						
Website CMS Upgrade	\$20,000					\$20,000
PHOTOCOPIER PROGRAM						
Photocopier	\$5,000	\$5,000	\$5,000	\$3,000		\$18,000
VEHICLE REPLACEMENT						
Vehicle Replacement Program - Hybrid - Town Manager				\$28,000		\$28,000
TREASURER	\$25,206	\$5,206			\$3,500	\$33,912
DEPARTMENTAL PROJECT						
Microfilm Reader	\$20,000					\$20,000
PHOTOCOPIER PROGRAM						
Photocopier	\$5,206	\$5,206			\$3,500	\$13,912
VETERANS' MEMORIAL RINK ENTERPRISE FUND	\$280,000		\$265,000	\$110,000		\$655,000
INFRASTRUCTURE IMPROVEMENT						
Rink Renovations: Electrical/ Lighting				\$110,000		\$110,000
Rink Renovations: Roof/ceiling/dehumidification	\$280,000					\$280,000
Rink Renovations: Zamboni room/Locker rooms			\$265,000			\$265,000
Grand Total	\$11,087,332	\$8,551,506	\$11,655,000	\$10,363,106	\$7,304,349	\$48,961,293

**CAPITAL PLAN FY2013 –2017 (CONTINUED)**

Funding Source	2013	2014	2015	2016	2017	Grand Total
BOND	\$6,476,650	\$3,123,900	\$6,806,350	\$6,018,150	\$2,961,724	\$25,386,774
CASH	\$1,391,682	\$1,329,606	\$1,603,650	\$1,296,956	\$1,390,625	\$7,012,519
OTHER	\$3,219,000	\$4,098,000	\$3,245,000	\$3,048,000	\$2,952,000	\$16,562,000
Grand Total	\$11,087,332	\$8,551,506	\$11,655,000	\$10,363,106	\$7,304,349	\$48,961,293



SECTION VII

NON-APPROPRIATED EXPENSES



NON-APPROPRIATED EXPENSES

STATE ASSESSMENTS • CHERRY SHEET OFFSETS •
TAX ABATEMENT OVERLAY • COURT JUDGMENTS AND
DEFICITS

**NON-APPROPRIATED EXPENSES**

This category includes mandated assessments and expenditures, which are automatically added to the tax rate without appropriation. Overall, non-appropriated expenses are anticipated to increase \$192,586 (4.4%) for FY2013. The total projected State Assessments for FY2013 is \$2,970,269, an increase of \$124,198 from FY2012. The MBTA accounts for \$2,716,789 of this total and is increasing 8%. The remaining Non-Appropriated expenses include Cherry Sheet Offsets, Court Judgments and Deficits, and Tax Abatement Overlay. These items total \$1,561,138, which is an increase of \$68,388 from FY2012.

Non-Appropriated Expenses	FY2011 Actual	FY2012 Budget	FY2013 Budget	Budget Change
State Assessments				
MBTA	2,509,188	2,515,239	2,716,789	201,550
RMV Non-Renewal Surcharge	62,900	52,060	47,600	(4,460)
Air Pollution Districts	12,832	13,415	13,969	554
Metropolitan Area Planning Council (MAPC)	12,359	12,695	13,497	802
Charter School tuition	67,510	252,662	178,414	(74,248)
State Assessments Sub-total	2,664,789	2,846,071	2,970,269	124,198
Cherry Sheet Offsets	58,547	62,085	61,138	(947)
Tax Abatement Overlay	670,331	808,924	800,000	(8,924)
Court Judgments & Deficits	498,450	621,741	700,000	78,259
Total	3,892,117	4,338,821	4,531,407	192,586

***MBTA***

The MBTA is composed of 175 communities: the 14 original member communities of the Metropolitan Transit Authority (MTA), and 161 additional communities, which are receiving direct MBTA service. Chapter 161A of the Acts of 2000 increased the number of communities that constitute the MBTA from 78 to 175. The additional 97 communities have been receiving MBTA service; however, the original authorizing language made no provision for these communities to be assessed. The Authority is required to assess each community's share of the overall Authority's assessments. All communities associated with the Authority must contribute to the MBTA State and Local Assistance Fund an amount not less than \$136,026,868. After FY2006, this amount was adjusted each July 1 by the rate of inflation, but not more than 102.5% of the previous year's assessment. Each community's MBTA assessment shall equal its weighted share of the total population of the authority. Chapter 161A, Section 9 has determined the weights for each community. The population figures utilized in this calculation should be the most recent from the United States Census Bureau. Assessments are also weighted by the level of service within each community.

For FY2013, the original 78 communities with higher levels of service are seeing a larger increase than the outer communities with lower levels of service. In addition, Arlington's population grew above the average of all the communities resulting in an 8% increase in our assessment while the overall increase for all municipalities is only 2.5%. Arlington's FY2013 assessment is set at \$2,716,789, an increase of \$201,550.

PARKING FINE REGISTRY SURCHARGE

If after proper notices, a motorist fails to pay a parking fine, motor vehicle excise tax, or a charge for abandonment of a motor vehicle, the Town notifies the Registry of Motor Vehicles (RMV) not to renew the license and registration of that motorist. To cover the RMV's administrative costs of entering the necessary information into its computer system, the RMV assesses the Town a fee of \$20 for each notification it receives. This fee, which comes through as a charge on the Cherry Sheet, is recovered by the Town by adding this amount and other penalties to the original fine amount. The FY2013 surcharge assessment is estimated at \$47,600, a decrease of \$4,460.

AIR POLLUTION CONTROL DISTRICT

General Laws Chapter 11, Section 142B, requires that communities be assessed for a portion of the costs incurred by the State Department of Environmental Protection (DEP) to monitor air pollution levels and enforce air quality standards at industrial, commercial, and institutional facilities. Expenditures made for such purposes are assessed against the metropolitan communities, one- half in proportion to the EQV's and one- half by the population of each community. Costs for FY2013 are estimated at \$13,969, an increase of \$554.

METROPOLITAN AREA PLANNING COUNCIL

The basic purpose of the Council is to coordinate and assist communities in their planning efforts, particularly for those activities or projects that may have a regional impact. The per capita assessment for FY2013 is estimated at \$13,497, an increase of \$802 over FY2012.

**CHARTER SCHOOL TUITION**

The purpose of this program is to assess the sending municipality or regional school district for pupils attending charter schools. Charter school tuition charges are assessed against the sending district and paid to the charter school district. Charter Schools receive per-pupil payments from sending districts equal to the average cost per student in that district, plus a capital funding share equal to the state average of what districts pay per pupil in principal and interest for land and buildings. Cherry Sheet assessments for the upcoming fiscal year are based on pre-enrollment data from October of the current fiscal year. Final assessments are based upon March 15 figures. The tuition assessment for FY2013 is estimated on the preliminary Cherry Sheet at \$178,414 a decrease of \$74,248 from FY2012.

CHERRY SHEET OFFSETS

Included in the estimated amount of aid to be received from the state are grant funds for the Schools and Libraries. These funds are reserved for direct expenditure by the departments and cannot be counted as general available revenues. Consequently, as part of the tax rate preparation process, whatever amount is included within the State aid estimate is also included in the non-appropriated expenses section as offsetting debits.

The Town receives two such grants annually – one for school lunch, and one for public libraries.

The school lunch grant is actually a partial reimbursement for operating a school lunch program. This is expected to be funded at \$19,029.

The library grant actually includes three grant programs more fully described in the revenue section of this budget under Cherry Sheet Offsets. It is projected to decrease slightly to a total of \$42,109.

**TAX ABATEMENT OVERLAY**

State law requires that the Assessors put aside funds from each tax levy in a reserve that is called an Overlay. This account is established in anticipation that a certain percentage of the tax levy may end up being abated. Individual tax abatements are paid out of this fund. The final amount of the overlay account is determined by the Assessors and added to the tax rate without appropriation, and is usually set at anywhere from 1% to 2.5% of the tax levy. In revaluation years, which occur every three years, the overlay account is usually set at a higher amount in anticipation of an increased number of abatements. In other years, the overlay is set closer to \$600,000. For FY2013, which is a revaluation year, the overlay is set at \$800,000. Any surplus left in an overlay account is appropriated by Town Meeting in much the same manner as free cash. Below is a chart showing the disposition of Overlay funds for the last three years, showing a total remaining balance of approximately \$319,733. Prior to FY2009, the reserve balance from all prior fiscal years is \$93,593. Adding all these balances amounts to just over \$413,326. From these reserve balances, \$200,000 is proposed to be declared surplus and be used in FY2013.

	Tax Abatement Overlay Funds		
	<u>FY2009</u>	<u>FY2010</u>	<u>FY2011</u>
Overlay Amount	\$566,909	\$1,153,427	\$670,331
Abatements & Exemptions To-Date	(\$508,037)	(\$512,071)	(\$465,826)
Declared Surplus To General Fund	<u>(\$20,000)</u>	<u>(\$565,000)</u>	<u>— (0)</u>
Available Balance	\$38,872	\$76,356	\$204,505

COURT JUDGMENTS, DEFICITS, AND OTHER

State law provides that if the Town receives a court judgment requiring the payment of funds, the Treasurer, with the Director of Account's approval, may pay the award from the treasury without appropriation. The amount must then be added to the tax rate for the following year unless a subsequent appropriation is made to cover the deficit prior to setting the next year's tax rate.

From time to time, there are other non-appropriated expenses which have to be added to the tax rate. Any deficits in revenue, overlay, pensions, or debt and interest accounts, along with tax title amounts, and snow and ice budgets, must be added to the following year's tax rate. In addition, as a result of a special act of the legislature, any tax revenue from the Symmes project is debited here as a reserve to pay down the debt for the Symmes project. Once the debt is paid off, the taxes associated with the project will go into the general fund like all other property taxes.

In FY2012, the total of these items was \$621,741. For FY2013, an allowance of \$700,000 has been made for any such judgments, deficits, or Symmes taxes.